



# **Workforce Composition CPR: Session 1a: HQDA Overview**

**VCSA Brief  
26 August 2010**



## Purpose

- Provide strategy for HQDA assessment
- Provide an overview of HQDA highlighting Trends Over Time and Key Growth Drivers

## Agenda

- HQDA Organization Assessment Strategy
- HQDA Overview
  - HQDA Organizations/FOAs/DRUs
  - Military / Civilian / Contractors
- HQDA Organization Assessment Selection
- IMCOM Efficiencies
- Way ahead

## Army G-3/5/7

**Focus:** Conduct HQDA organization assessment to identify organization and mission growth, redundancies, opportunities for efficiencies

**Scope:**

- 64 HQs organizations identified including FOAs and DRUs; 7 HQDA (without FOAs) organizations over 50% between 2002 and 2010; 5 HQDA (without FOAs) organizations grew greater than 100 positions between 2002 and 2010

**AMERICA'S ARMY:** UNCLASS/FOUO  
 THE STRENGTH OF THE NATION  
 Army G-3/5/7

LEAD: G-3/5/7  
 ASSIST: Secretariat, ARSTAF, ACOMs, ASCCs, DRUs,

**LINES OF OPERATION**

**Workforce Composition**

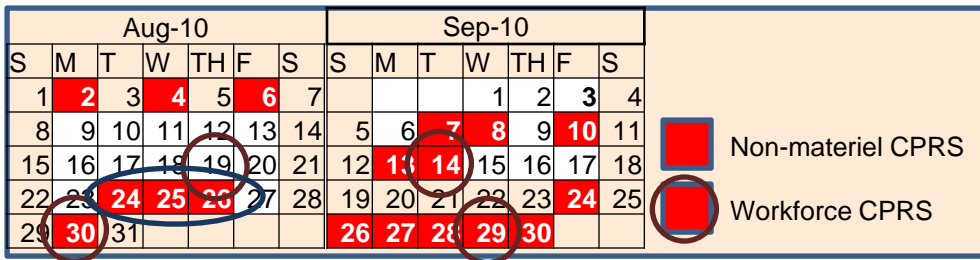
- 1 Define the Generating Force
- 2 Requirements Validation
- 3 Near-Term Review
- 4 Policy / Process Improvement

<ul style="list-style-type: none"> <li>Redefine Generating Force to reflect its total capability, operational depth, and deployability</li> </ul>	<ul style="list-style-type: none"> <li>Propose new definition</li> <li>Develop STRATCOM plan</li> <li>Engage OSD to update Forces/Infrastructure Codes</li> </ul>
<ul style="list-style-type: none"> <li>Review Army-wide bottom-up (6 months to 1 year)</li> </ul>	<ul style="list-style-type: none"> <li>Reset requirements baseline</li> <li>Revalidate all requirements</li> <li>Organizational perspectives of workforce changes over time</li> <li>Review of organizational mission drivers</li> </ul>
<ul style="list-style-type: none"> <li>Review Strategic Mission Drivers—initial focus on HQDA</li> </ul>	
<ul style="list-style-type: none"> <li>Quick interest item assessment for near term adjustments</li> </ul>	<ul style="list-style-type: none"> <li>Examine focused elements:                             <ul style="list-style-type: none"> <li>1- HQDA contract support</li> <li>2- ADOS</li> <li>• AMHA Ceiling</li> <li>• Overhires</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Identify ways to improve managing the Army's workforce requirements and resourcing</li> </ul>	<ul style="list-style-type: none"> <li>Requirements to resourcing linkage</li> <li>Management controls</li> <li>Develop reporting mechanisms</li> <li>Review model, concept plan, and manpower study process</li> </ul>

**LONG-TERM FOCUS (Aug 11)**  
 Bottom-up Army- wide Requirement Validation

**NEAR-TERM FOCUS**  
 Top-down Review

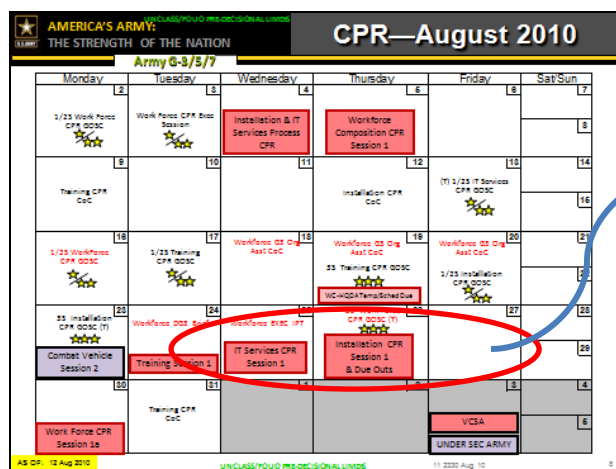
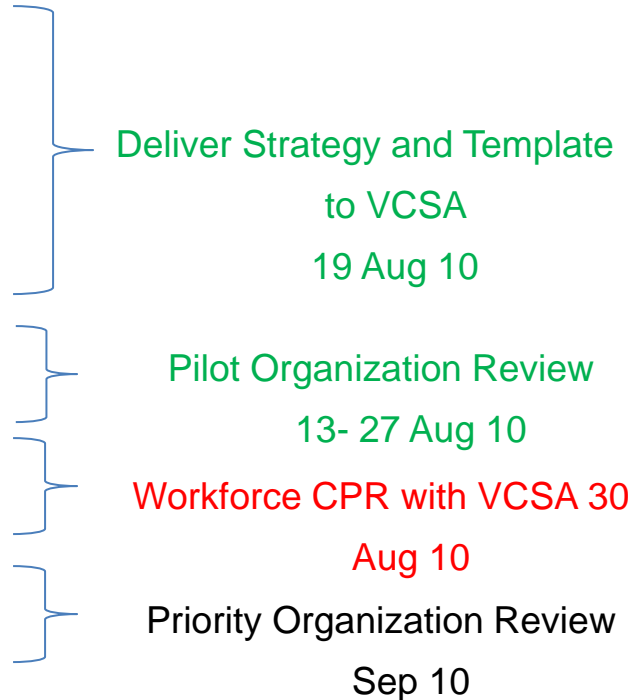
- 1- HQDA Organization Review (30 Sep 10)
- 2- Army-wide Strategic Review (Nov 10)





## Army G-3/5/7

- Develop Organization Assessment Template
- Develop strategy for Review
- Develop Criteria for Assessment
  - Lead organization Review (Pilot: G3)
  - Magnitude of growth
  - Over-Execution
  - SECDEF Initiative
  - Workforce Mix
- HQDA Organizational Assessment



- August Workforce CPRs Adjustment:
- 1- ADOS (24 Aug)
  - 2- Data Consolidation Center savings (25 Aug)
  - 3- HQDA Review (26 Aug)
  - 4- HQDA Organization Assessment: G3 Organization Pilot (30 Aug)
- September Workforce CPRs Adjustment
- 1- IMCOM Realignment (10Sep)
  - 2- Installation CPR: Security Special Topic (13 Sep)
  - 3- HQDA Organizational Assessments (Sep 10)



## Army G-3/5/7

### Organization Assessment Review Options

RECOMMENDED  
OPTION

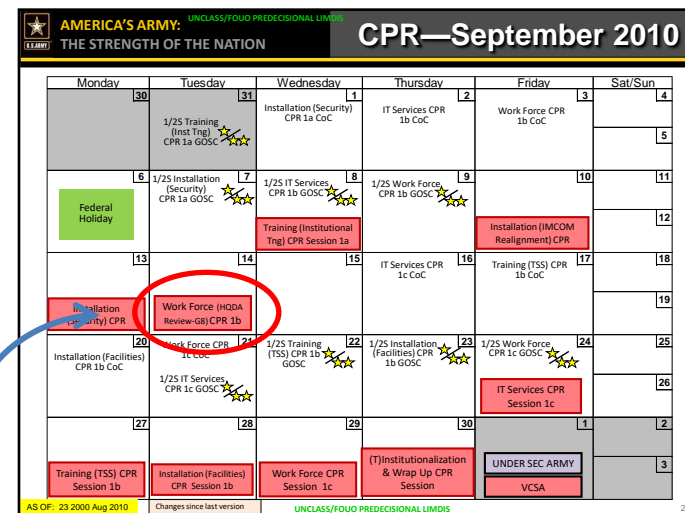
1. Concurrent VCSA Review and Workforce EXEC IPT review :
  - a. VCSA Review Top Growth HQDA and DRU Organizations (5- 2hr VCSA sessions + 1 Summary Briefing); IPT CoC review input
  - b. Workforce EXEC IPT review of balance of organizations for review by VCSA as identified by Criteria; Provide summary decision briefing to VCSA
2. VCSA Review 26 HQDA Organizations (6 organizations in 2 x 2hr VCSA sessions per week); IPT CoC / Exec review input

### Organization Selection

- Selection Criteria:
  1. Lead organization Review (Pilot: G3)
  2. Magnitude of growth
  3. Over-Execution
  4. SECDEF Initiative

### September Timeline

- Conduct one CPR on IT and Installations as planned
- Adjust remaining CPRs to review Organizational Assessments





# CPR—September 2010 (T)

## Army G-3/5/7

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
30	31 1/2S Training (Inst Tng) CPR 1a GOSC	1 Installation (IMCOM Efficiencies) CPR 1b CoC	2 Installation (Security) CPR 1a CoC	3 Work Force (G8 & DRU) CPR 1b CoC	4
6 Federal Holiday	7 1/2S Installation (IMCOM Efficiencies) CPR 1a GOSC	8 1/2S Installation (Security) CPR 1b GOSC Training (Institutional Tng) CPR Session 1a	9 1/2S Work Force (G8 & DRU) CPR 1b GOSC	10 Installation (IMCOM Efficiencies) CPR	5
13 Installation (Security) CPR	14 Work Force (Rev - G8 & DRU) CPR 1b	15	16 Work Force (G1) & DRU CPR 1c CoC	17 Work Force (G6 & DRU) CPR 1d CoC	11
20 Work Force (G2 & DRU) CPR 1e CoC	21 Work Force (ASAALT & DRU) CPR 1f CoC 1/2S Work Force (G1) CPR 1c GOSC	22 1/2S Work Force (G6 & DRU) CPR 1d GOSC Work Force & Wrap Up CPR CoC	23 1/2S Work Force (G2 & DRU) CPR 1e GOSC	24 1/2S Work Force (ASAALT & DRU) CPR 1f GOSC Work Force (HQDA Rev & DRU) CPR 1c	12
27 1/2S Work Force & Wrap Up CPR GOSC	28 Work Force (HQDA Rev & DRU) CPR 1e	29 Work Force (HQDA & DRU) CPR	30 Work Force & Wrap Up CPR Session	1 UNDER SEC ARMY VCSA	18
Work Force (HQDA Rev & DRU) CPR 1d				2	
				3	

## Army G-3/5/7

**Organization Mission (Directorate)**

- Mission changes
- Key growth drivers

**Organization Structure**

**Organization Functions and Tasks**

Mission / Authority	2002		2010			2012	
	Req	Auth	Req	Auth	On Hand	Req	Auth
Manpower Source							
Military Total (AC / RC)							
Civilian Total							
Contractor Total							
Other Governmental Agency							
<b>Total</b>	0	0	0	0	0	0	0

Key Growth Drivers: list key decisions and actions that have caused growth in your organization.

Recommended Missions to Divest: list potential functions and tasks for divestiture

Organizations Dependent on Wartime Demand: list divisions in your organization that are dependent on wartime functions / tasks

- What functions / tasks are organizations performing?
- Why are they performing these functions / tasks?
- How many personnel are performing these functions / tasks?
- What is the mix of personnel performing these functions / tasks?
- What should be the number and mix of personnel performing these tasks?

Input your directorate	Use Pull down list	Explain task	Use Pull down list	Use Pull down list	Specify the source document	Use Pull down list	Specify organization	Use Pull down list	Specify date of source	Describe "relevant co
Directorate	Function	Task	Enduring / Wartime Task	Task Authority	Specify Authority Source	Organization Task Overlap	If Overlap, who?	Manpower Source	Date of Approval	Comme

Drilldown : Includes Organization function IAW DA PAM 570-5

Drilldown : PublicLaw ExecutiveOrder; Federal Regulation; GO Good Idea



# HQDA OVERVIEW

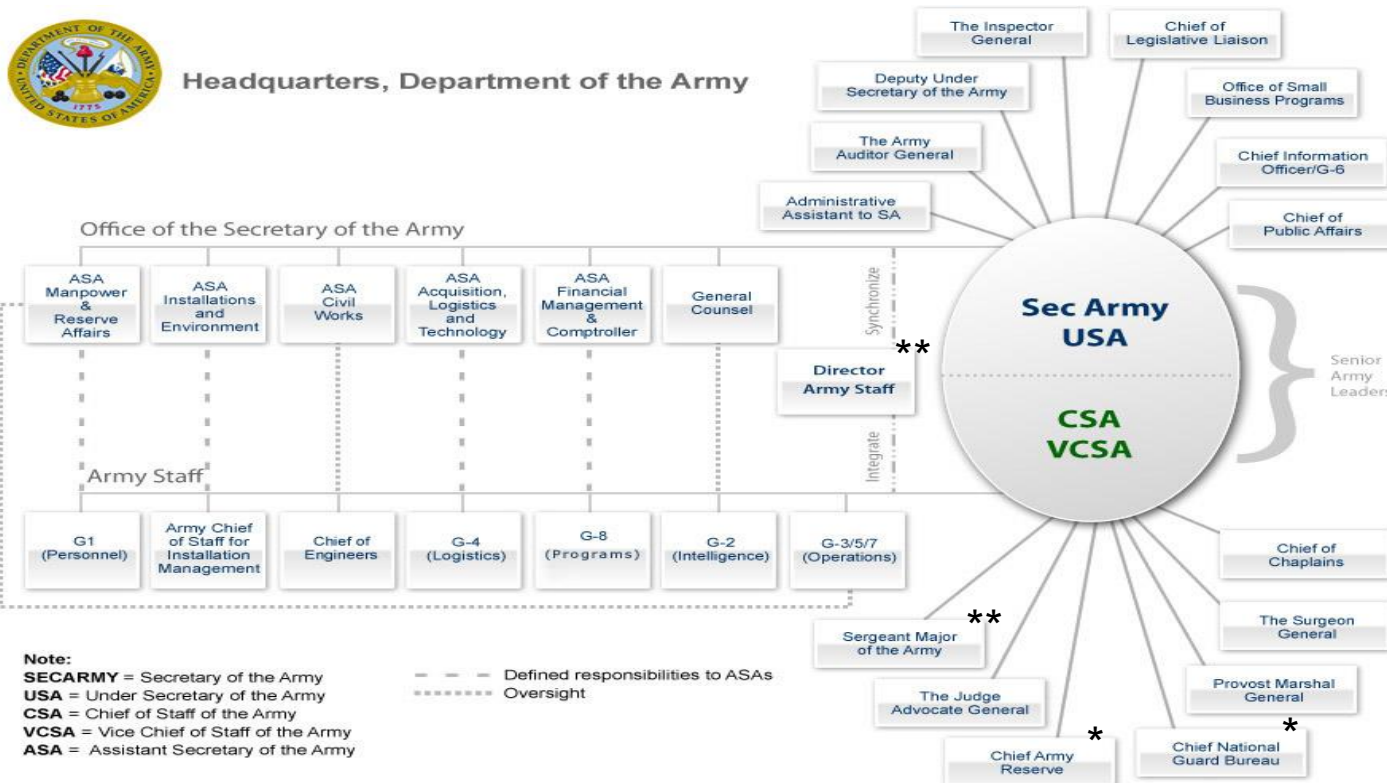




**Army G-3/5/7**

Mission (GO3)

Headquarters, Department of the Army is the executive part of the Department of the Army at the seat of Government. It is the highest level headquarters in the Department and exercises directive and supervisory control over it. HQDA is composed of the Office of the Secretary of the Army; Office of the Chief of Staff, Army; the Army Staff; and specifically designated staff support agencies. It is not restricted to agencies and personnel located in the Washington DC metropolitan area, but includes dispersed agencies and personnel performing "national headquarters" functions, as distinguished from "field" or "local" functions. Within Army regulations, those support and reporting responsibilities set aside for MACOMs generally apply to HQDA unless otherwise specified.

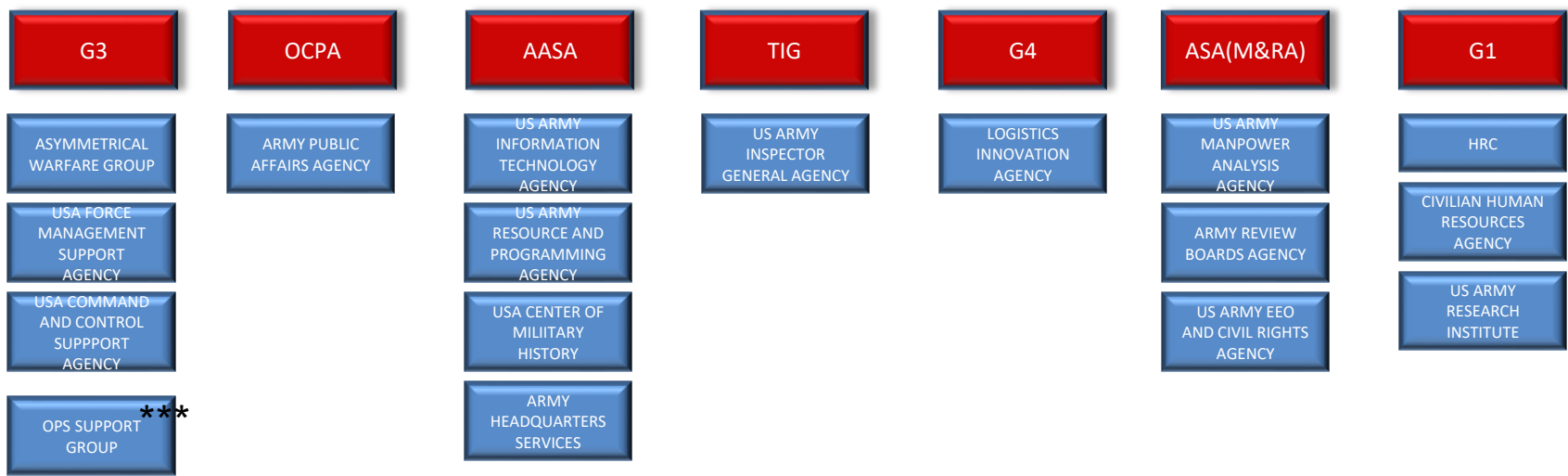
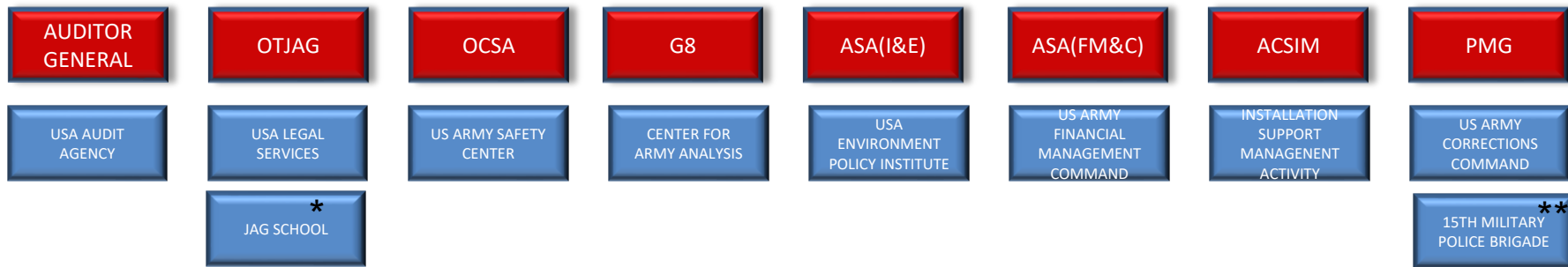


- \* Not part of HQDA core organizations (OA-22)
- \*\* DAS and SMA offices assigned to OCSA



# HQDA and FOA relationships

## Army G-3/5/7

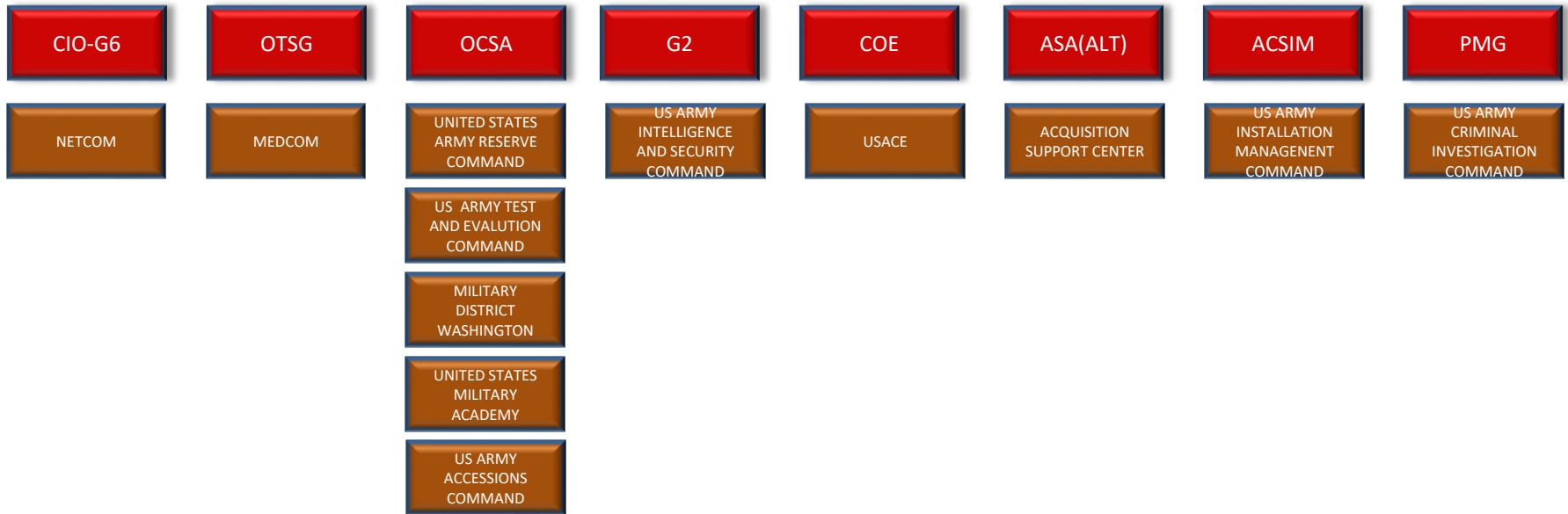


- \* Not part of OA-22 and not included in this assessment
- \*\* Becomes a FOA under OPMG in FY11
- \*\*\* Includes Biometrics Identify Management Agency





## Army G-3/5/7



PARENT  
DRU



## Army G-3/5/7

2010



→ **2010 --- OSD Efficiencies Initiative**

→ **2009 --- Rebalance Army; Develop Core Enterprise Concept**

- QDR contractor to civilian
- Acquisition workforce

→ **2007 --- Grow the Army ---** Grow the U.S. Army's force by almost 75,000 Soldiers, while realigning a large portion of the force in Europe, moving units located there to the continental United States in compliance with the 2005 Base Realignment and Closure suggestions.

- Growth from 42 to 48 BCTs
- Growth from 75 to 83 Modular Support BDE
- Increases the growth of the Army and need for additional support at HQDA

→ **2007 --- Efficiencies Initiatives (PBR 753)**

→ **2006 - 2007 --- HQDA Expansion for Wartime Functions: Increase in Civilian and Military Authorizations**

- Establishment of the Asymmetrical Warfare Group, Biometrics Task Force, Rapid Equipment Force, and the Base Realignment

→ **2004 --- AMF Transformation: Grow Operational Force/Reduce Generating Force**

→ **2004 --- Military Conversion to Civilian Billets ---** The Army had programmed 11,399 active component conversions from military to civilian performance for the FY's 2004 - 2013. Conversion of Institutional Army military billets to Civilian positions provides critical manpower and frees up existing military personnel for manning the Army's modular forces. This also helps reduce stress on the operating forces by improving the utilization of military manpower and the Army's overall manpower mix

- Enabled HQDA to get soldiers into the units to make up the modular BCTs to deploy.
- Caused significant growth of Authorizations in Department of the Army Civilians (DAC)

→ **2001 - 2002 --- Realignment Task Force ---** task Force relooked the way HQDA conducted business and split the responsibilities amongst the staff sections.

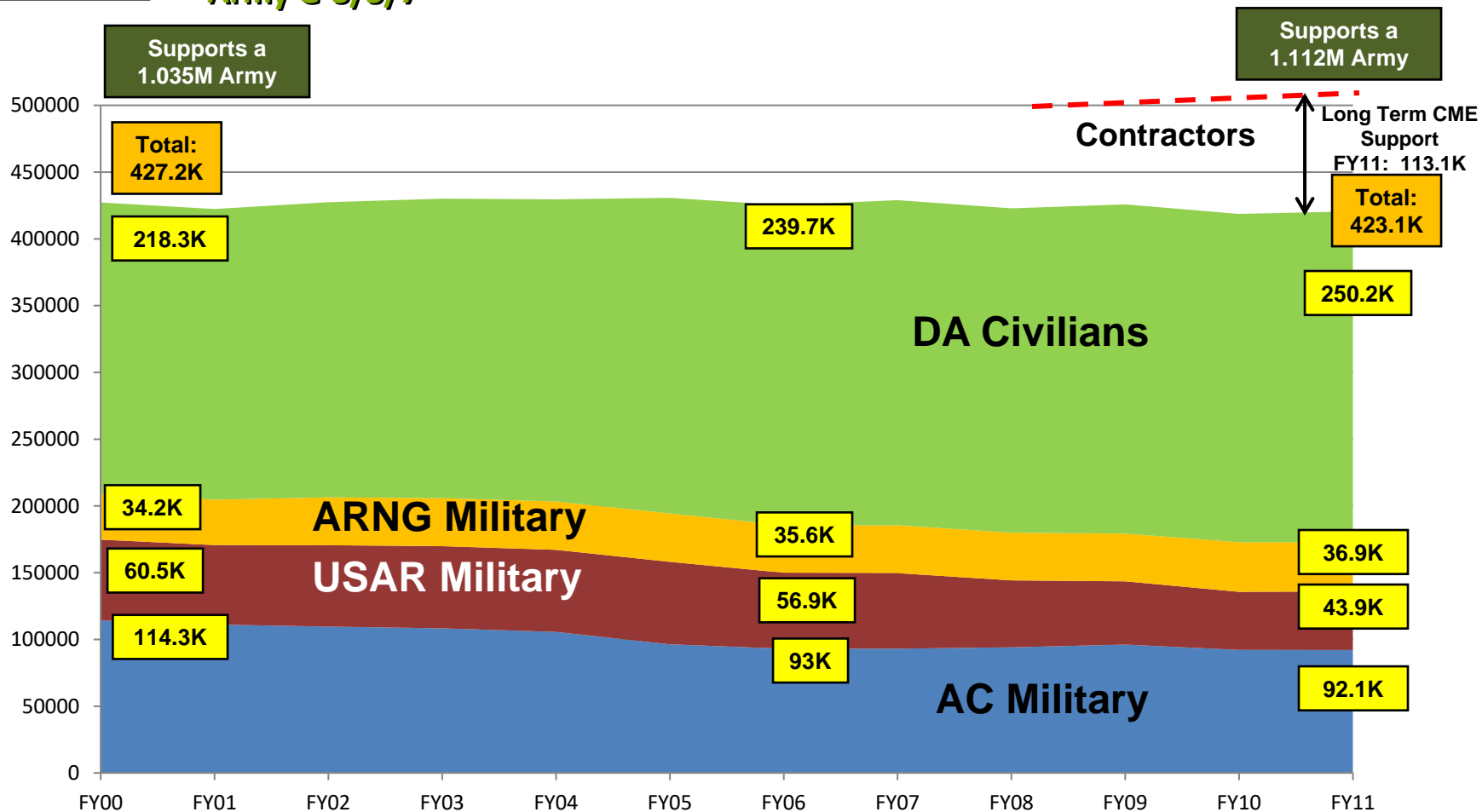
- Created civilian slots for growth
- Separated roles and responsibilities to the Department of the Army among new staff (split of G3 and G8; alignment of PAE under G8)
- Staff alignment of DRUs

2000



# Army Generating Force

## Army G-3/5/7



	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
<b>AC GF MIL</b>	114259	111179	109646	108322	105681	96412	93074	93074	94105	96205	92169	92100
<b>USAR GF MIL</b>	60548	59556	60950	61519	61411	61764	56881	56583	50128	47365	43561	43901
<b>ARNG GF MIL</b>	34151	33954	35837	36028	36283	36214	35628	35884	35748	35748	37108	36881
<b>DACs</b>	218312	217640	221036	224257	226247	236312	239676	243443	242843	246467	245868	250173
<b>Total</b>	<b>427270</b>	<b>422329</b>	<b>427469</b>	<b>430126</b>	<b>429622</b>	<b>430702</b>	<b>425259</b>	<b>428984</b>	<b>422824</b>	<b>425785</b>	<b>418706</b>	<b>423055</b>

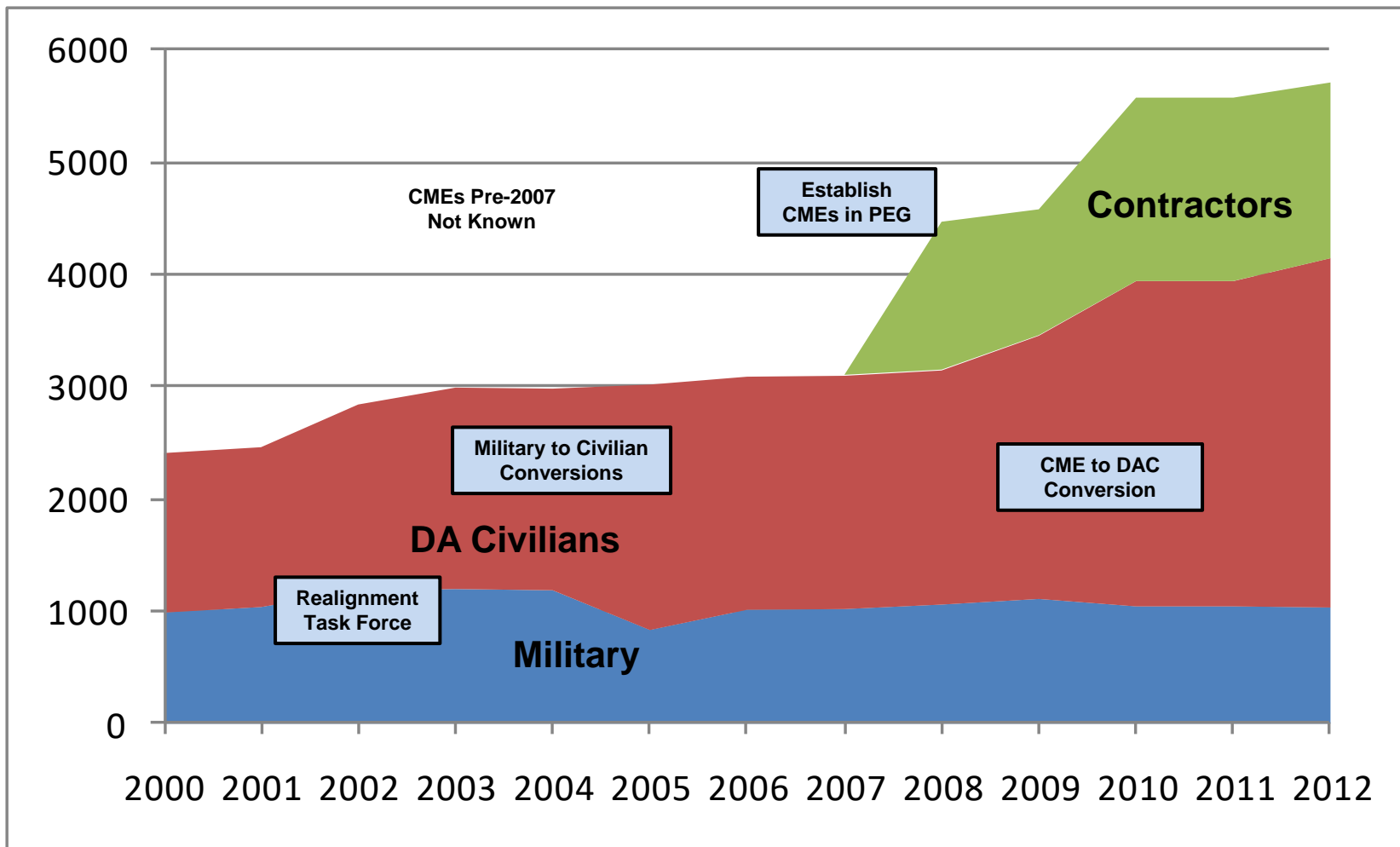
NOTE 1: USAR structure does not include DIMAs, 4K in FY11.

As of FEB 10

NOTE 2: Enduring or long term contractors (CME) began documentation in FY08; 119.1K in FY11 with 113.1K in the GF.



Army G-3/5/7



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>MIL</b>	992	1041	1188	1201	1190	837	1017	1023	1063	1113	1047	1047	1037
<b>CIV</b>	1416	1419	1651	1788	1790	2179	2069	2071	2078	2336	2887	2887	3101
<b>CME</b>	0	0	0	0	0	0	0	0	1324	1127	1642	1642	1574
<b>TOTAL</b>	<b>2408</b>	<b>2460</b>	<b>2839</b>	<b>2989</b>	<b>2980</b>	<b>3016</b>	<b>3086</b>	<b>3094</b>	<b>4465</b>	<b>4576</b>	<b>5576</b>	<b>5576</b>	<b>5712</b>

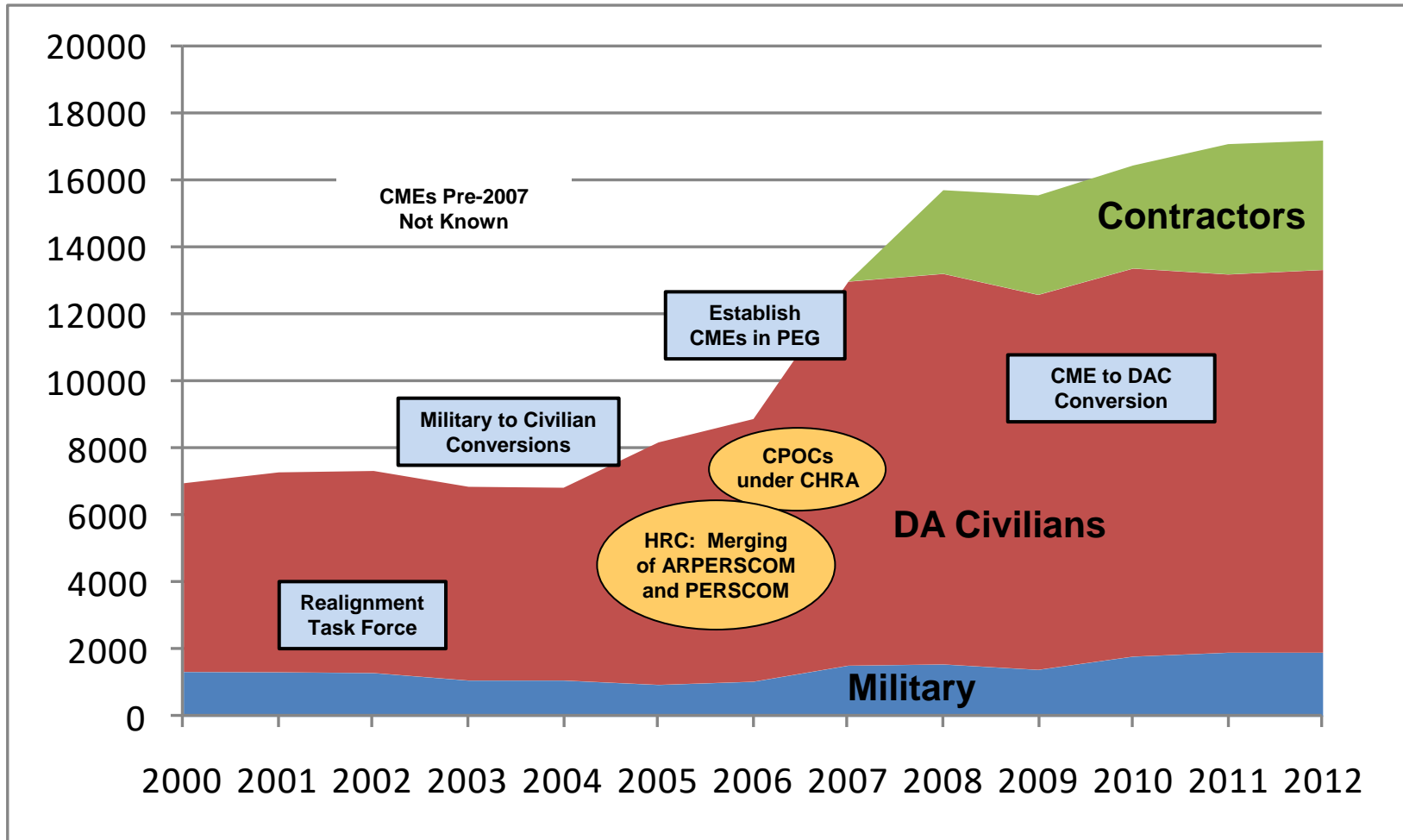
Only includes Compo 1.

Only includes OA-22 organizations; does not include OCAR, and NGB

Data source: SAMAS



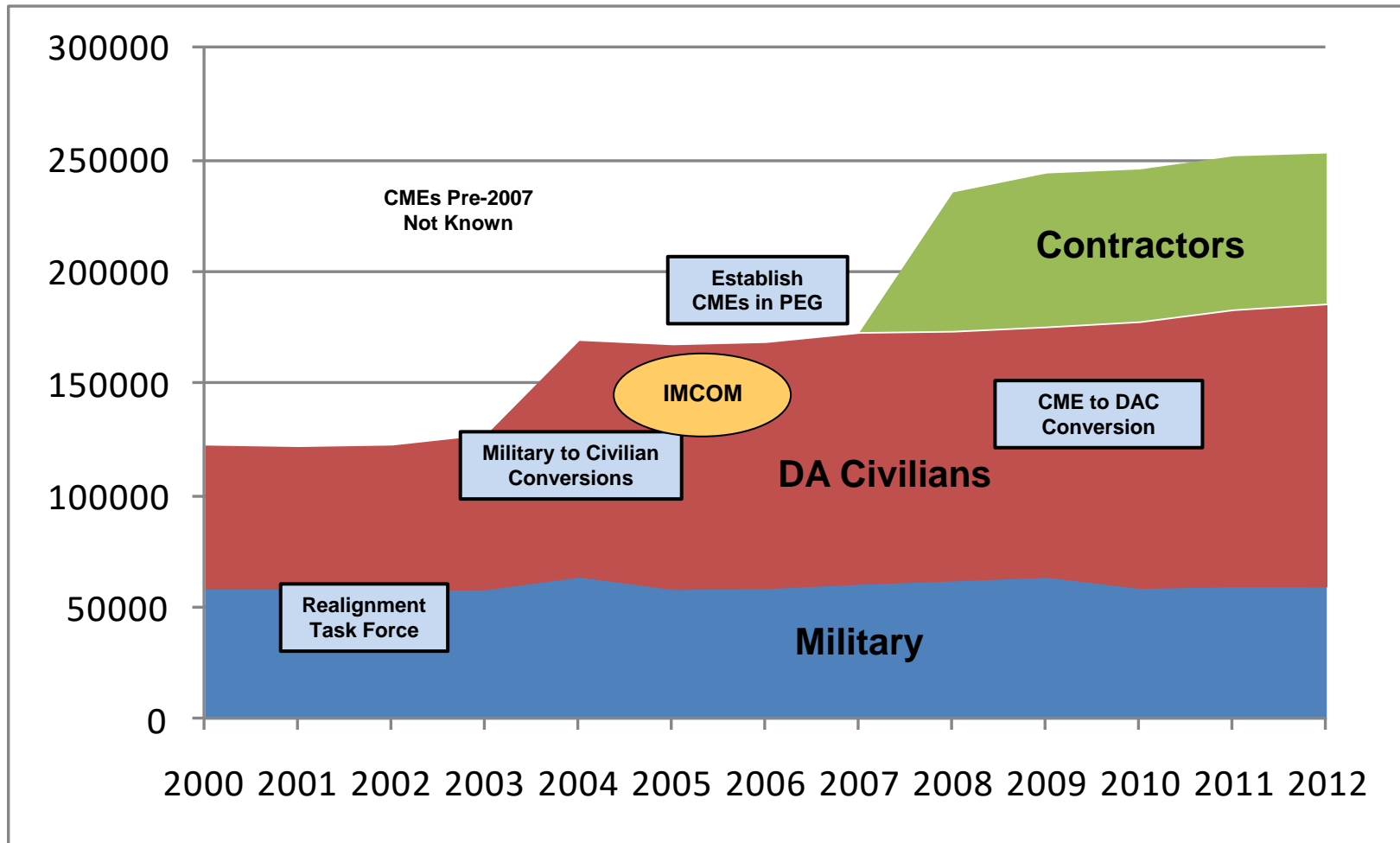
Army G-3/5/7



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>MIL</b>	1333	1323	1300	1077	1078	948	1042	1520	1557	1396	1790	1906	1906
<b>CIV</b>	5619	5953	6018	5769	5740	7221	7822	11434	11628	11162	11554	11261	11395
<b>CME</b>	0	0	0	0	0	0	0	0	2496	2969	3076	3890	3863
<b>TOTAL</b>	<b>6952</b>	<b>7276</b>	<b>7318</b>	<b>6846</b>	<b>6818</b>	<b>8169</b>	<b>8864</b>	<b>12954</b>	<b>15681</b>	<b>15527</b>	<b>16420</b>	<b>17057</b>	<b>17164</b>



**Army G-3/5/7**



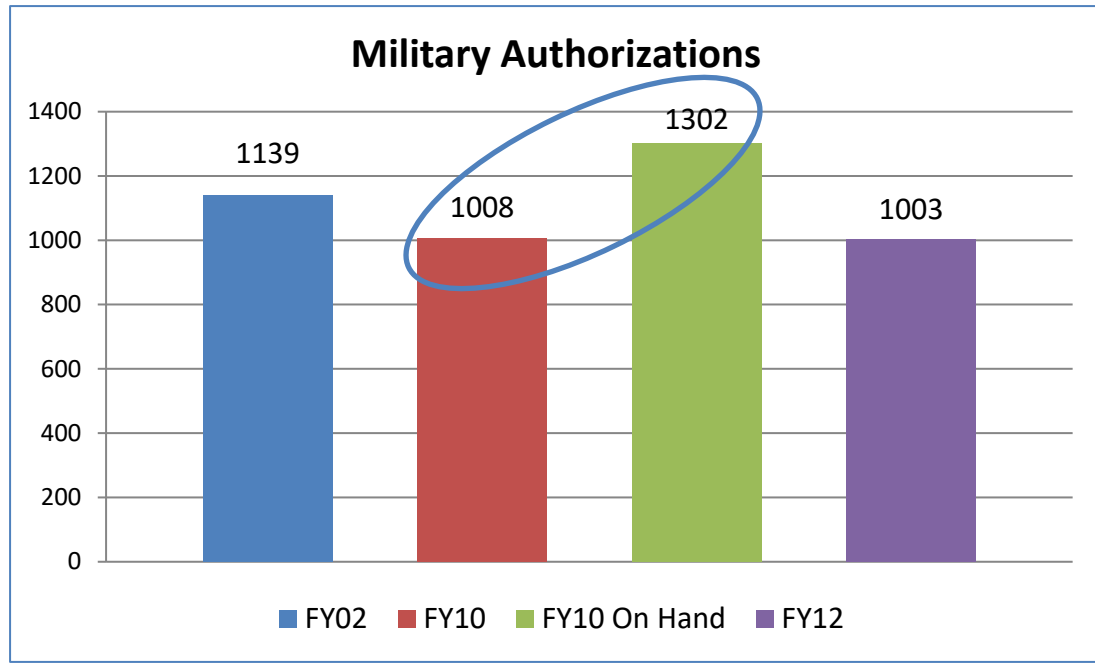
DRU	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>MIL</b>	58165	57996	57407	57773	63478	57901	58287	60251	61735	63343	58385	59160	59078
<b>CIV</b>	64336	63823	65101	69298	105817	109447	110090	112235	111295	111634	118922	123497	126184
<b>CME</b>	0	0	0	0	0	0	0	0	62033	68562	68056	68579	67252
<b>TOTAL</b>	<b>122501</b>	<b>121819</b>	<b>122508</b>	<b>127071</b>	<b>169295</b>	<b>167348</b>	<b>168377</b>	<b>172486</b>	<b>235063</b>	<b>243539</b>	<b>245363</b>	<b>251236</b>	<b>252514</b>

Only includes Compo 1.





## Army G-3/5/7



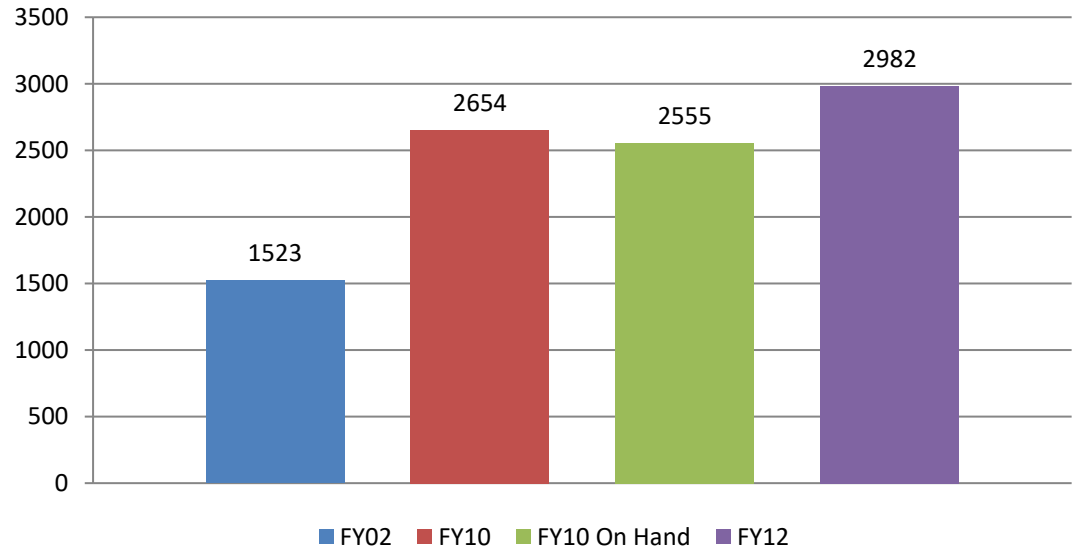
- FY 02 – FY10
  - Overall downward trend in authorizations – 12% decrease
  - E4, E5, E6 reduction from 52 to 24 authorizations – 53% reduction
  - O3, O4, O5 reduction from 781 to 676 authorizations – 13% reduction
  - General Officer authorizations increase from 53 to 54
  - Warrant Officer authorizations increase from 10 to 20 – 70% increase
- FY10 On-hand – 29% over FY10 authorizations
- FY10 On-hand does not include ADOS

Data Sources:  
 Authorizations - FMS Web  
 On Hand – 31 May 2010 Strength Report (OA22)



**Army G-3/5/7**

## Civilian Authorizations

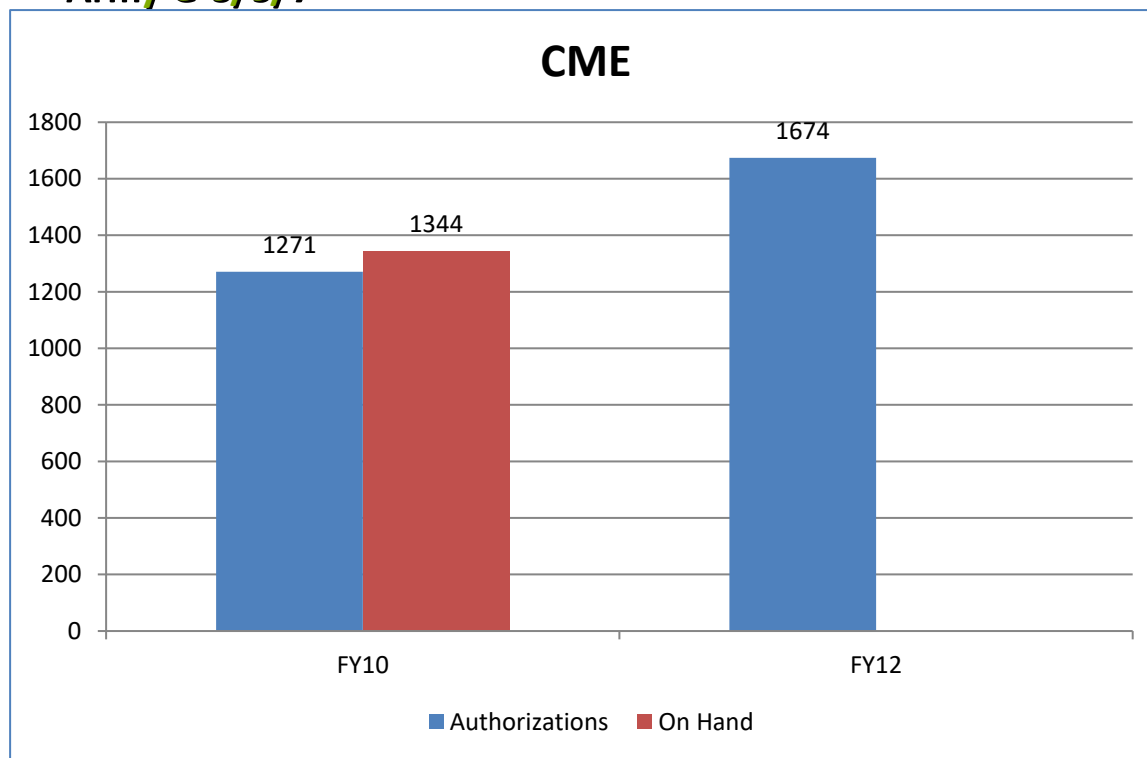


- FY02 – FY10
  - Upward trend in authorizations – 74% increase
  - SES authorizations increase from 82 to 110 – 34% increase
- HQEs: 65 on-board for FY10 for core HQDA organizations (73%; 65 of 89)
- GS 14/15 and YA/C/D 3 authorizations: FY02 – 422 , FY10 – 1262, FY12 – 1507
- FY10 On-hand – 4% below FY10 authorizations

Data Sources:  
 Authorizations - FMS Web  
 On Hand – 31 May 2010 Strength Report (OA22)



## Army G-3/5/7



- Upward trend in authorizations FY10 to FY12 – 32% increase
- FY10 On-hand exceeds FY10 authorizations by 6%
- Data integrity for CMEs questionable

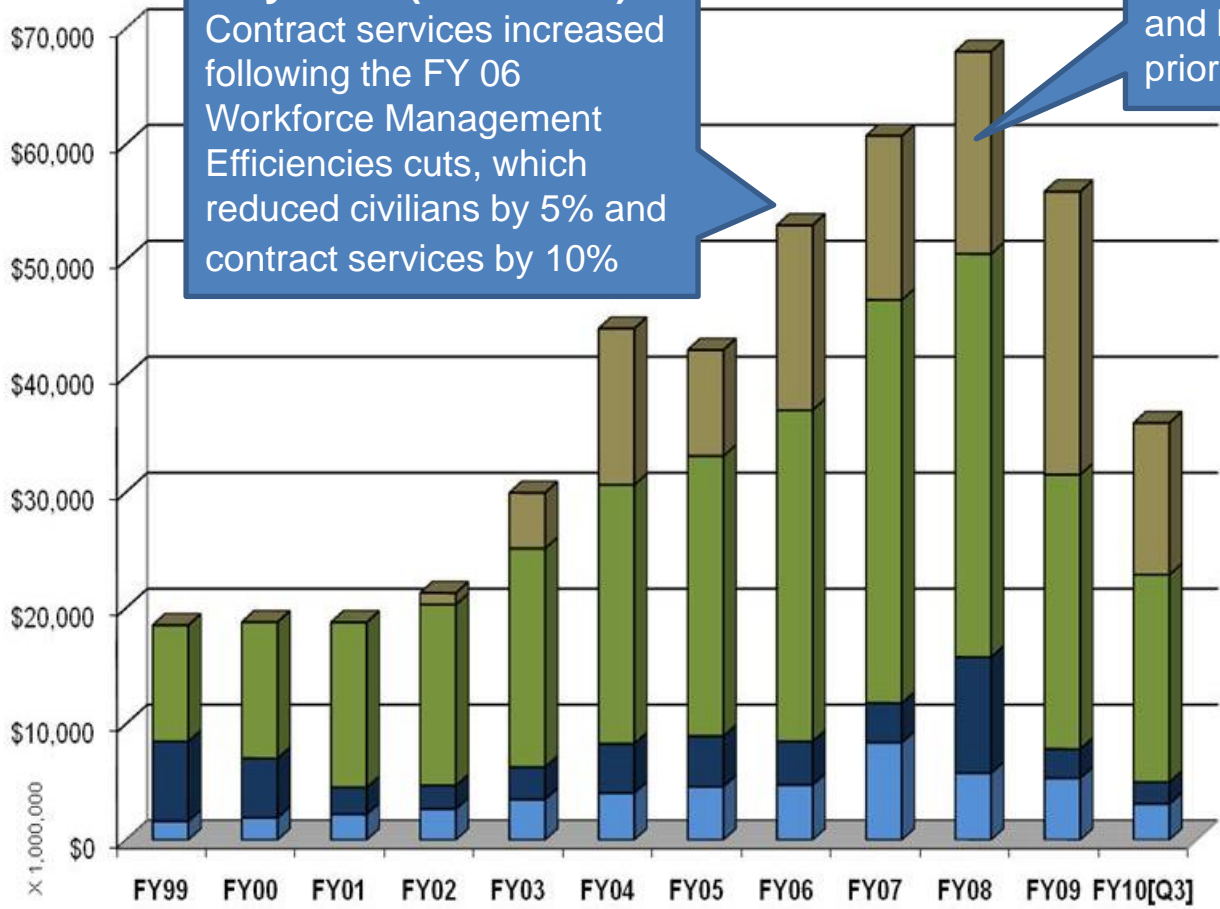
Data Sources:  
Authorizations - FMS Web  
On Hand – 31 May 2010 Strength Report (OA22)

# "5&Dime" Cuts (History Repeats)

## Army G-3/5/7

**May 2006 (8-13 POM):**  
 Contract services increased following the FY 06 Workforce Management Efficiencies cuts, which reduced civilians by 5% and contract services by 10%

**01 OCT 08:** begin application of inherently governmental checklist; and begin in-sourcing 1,107 positions prior to RMD-802



**Tracking contacts in HQDA is not easy as there is no single line of funding or accountability**

- OA22/HQDA resources some contractors with its limited AMHA funding but it is more probable that the majority of HQDA contractors are funded from non-HQDA organizations sources
- Without knowing the contracts and funding source, it is challenging to ensure that contractors do not 'grow' back after contract dollars have been cut as Army may only cut parts of contracts so the contract vehicle itself may continue with the potential for dollars to be added if new missions or goods are added.
- It is easier to contract than to obtain civilian authorizations
- "Overhead" contracts that duplicate missions or ought to be divested are not just in object class 25.1 and 25.2.

**HQDA, OA-22**

- FY 09 \$3.4B\*
- FY 10 \$2.2B\* [3<sup>rd</sup> Quarter]
- \*Amounts include all contract service object classes and OCO

- 25.1 Advisory & Assistance Contract Services
- 25.2 Other Services
- 25.3-8 Contract Service Object Classes
- Total OCO Contract Services

**Accuracy of 25.1 and 25.2 is suspect. Army has a better story to tell when efficiencies are levied for all contract services in overhead accounts and not just 25.1 and 25.2.**



*Army G-3/5/7*

# HQDA Organization Assessment Selection



- FY02-FY10 Magnitude of Growth: Military and Civilian
- FY10 Over-Execution
- FY12 Number of CMEs
- Sec Def Initiatives

## Army G-3/5/7

### Core HQDA Organizations

Rank	Organization	FY02	FY10	Delta	% Chg
1	G3	363	587	224	62%
2	G1	142	355	213	150%
3	G8	233	387	154	66%
4	OFC SEC Army	28	176	148	529%
5	ASA(FM&C)	201	321	120	60%
6	CIO/G6	94	174	80	85%
7	G2	199	272	73	37%
8	ASA(I&E)	38	81	43	113%
9	OCSA	140	175	35	25%
10	PMG	0	28	28	N/A
11	OCPA	60	80	20	33%
12	ASA(ALT)	135	153	18	13%
13	OFC General Counsel	35	51	16	46%
14	ACSIM	136	147	11	8%
15	OTSG	90	95	5	6%
16	G4	193	197	4	2%
17	Chaplains	41	43	2	5%
18	CoE	10	10	0	0%
19	OFC Small Business Programs	9	9	0	0%
20	OTJAG	67	67	0	0%
21	ASA(CW)	25	24	-1	-4%
22	OCLL	85	83	-2	-2%
23	AASA	45	31	-14	-31%
24	TIG	25	7	-18	-72%
25	Auditor General	39	8	-31	-79%
26	DUSA	99	45	-54	-55%
27	ASA(M&RA)	130	56	-74	-57%

### HQDA with FOAs

Rank	Organization	FY02	FY10	Delta	% Chg
1	G1	4452	6232	1780	40%
2	PMG	0	655	655	N/A
3	G3	728	1335	607	83%
4	AASA	1026	1543	517	50%
5	ACSIM	211	487	276	131%
6	G8	402	562	160	40%
7	OFC SEC Army	28	176	148	529%
8	ASA(FM&C)	225	363	138	61%
9	OCSA	257	343	86	33%
10	CIO/G6	94	174	80	85%
11	G2	199	272	73	37%
12	ASA(I&E)	43	90	47	109%
13	TIG	138	165	27	20%
14	ASA(ALT)	135	153	18	13%
15	OFC General Counsel	35	51	16	46%
16	OTSG	90	95	5	6%
17	Chaplains	41	43	2	5%
18	OTJAG	548	549	1	0%
19	CoE	10	10	0	0%
20	OFC Small Business Programs	9	9	0	0%
21	ASA(CW)	25	24	-1	-4%
22	OCLL	85	83	-2	-2%
23	OCPA	112	106	-6	-5%
24	Auditor General	620	608	-12	-2%
25	G4	325	306	-19	-6%
26	DUSA	99	45	-54	-55%
27	ASA(M&RA)	522	254	-268	-51%

Includes Mil / Civ data (no CMEs)

Data Sources:  
Authorizations - FMS Web  
On Hand - 31 May 2010 Strength Report (OA22)

## Army G-3/5/7

Core HQDA					
Rank	Organization	FY10 Auths	O/H May 2010	Over Execution Delta	% Over Execution
1	G1	389	545	156	40%
2	ASA(M&RA)	83	213	130	157%
3	G8	440	547	107	24%
4	OCSA	222	263	41	18%
5	ASA(ALT)	245	285	40	16%
6	OCLL	83	109	26	31%
7	OTJAG	67	92	25	37%
8	OCPA	98	113	15	15%
9	G4	241	254	13	5%
10	ACSIM	176	184	8	5%
11	G3	860	868	8	1%
12	CoE	10	15	5	50%
13	Chaplains	43	47	4	9%
14	ASA(FM&C)	321	322	1	0%
15	OFC Small Business Programs	12	13	1	8%
16	ASA(CW)	24	25	1	4%
17	TIG	7	8	1	14%
18	Auditor General	8	8	0	0%
19	OFC General Counsel	51	49	-2	-4%
20	PMG	61	59	-2	-3%
21	ASA(I&E)	145	143	-2	-1%
22	AASA	31	29	-2	-6%
23	DUSA	65	62	-3	-5%
24	OTSG	135	132	-3	-2%
25	G2	370	357	-13	-4%
26	CIO/G6	437	388	-49	-11%
27	OFC SEC Army	309	71	-238	-77%

HQDA with FOAs					
Rank	Organization	FY10 Auths	O/H May 2010	Over Execution Delta	% Over Execution
1	G1	7486	8092	606	8%
2	ACSIM	568	698	130	23%
3	G3	2005	2135	130	6%
4	ASA(M&RA)	281	384	103	37%
5	G8	646	742	96	15%
6	ASA(ALT)	245	285	40	16%
7	OCSA	482	516	34	7%
8	OCLL	83	109	26	31%
9	OTJAG	576	602	26	5%
10	G4	357	374	17	5%
11	ASA(FM&C)	363	377	14	4%
12	CoE	10	15	5	50%
13	OCPA	124	129	5	4%
14	Chaplains	43	47	4	9%
15	Auditor General	608	609	1	0%
16	OFC Small Business Programs	12	13	1	8%
17	ASA(CW)	24	25	1	4%
18	OFC General Counsel	51	49	-2	-4%
19	ASA(I&E)	156	154	-2	-1%
20	DUSA	65	62	-3	-5%
21	OTSG	135	132	-3	-2%
22	TIG	165	162	-3	-2%
23	G2	370	357	-13	-4%
24	PMG	688	673	-15	-2%
25	CIO/G6	437	388	-49	-11%
26	AASA	2706	2508	-198	-7%
27	OFC SEC Army	309	71	-238	-77%

Includes Mil / Civ / CME data  
Data integrity for CMEs is questionable

Data Sources:  
Authorizations - FMS Web  
On Hand – 31 May 2010 Strength Report (OA22)



## Army G-3/5/7

Rank	Core HQDA	FY12 CME
1	G3	454
2	G1	194
3	CIO/G6	147
4	G8	139
5	OFC SEC Army	133
6	G2	98
7	ASA(FM&C)	87
8	ASA(ALT)	83
9	G4	71
10	OCPA	54
11	ASA(I&E)	50
12	ASA(M&RA)	49
13	OTSG	33
14	ACSIM	29
15	OCSA	25
16	DUSA	20
17	OFC Small Business Programs	3
18	Chaplains	2
19	PMG	2
20	CoE	1
21	Auditor General	0
22	OCLL	0
23	OFC General Counsel	0
24	OTJAG	0
25	ASA(CW)	0
26	TIG	0
27	AASA	0

Rank	HQDA with FOAs	FY12 CME
1	G1	1950
2	AASA	1435
3	G3	896
4	ACSIM	198
5	G8	170
6	CIO/G6	147
7	OFC SEC Army	133
8	G2	98
9	G4	98
10	ASA(FM&C)	87
11	ASA(ALT)	83
12	ASA(I&E)	64
13	OCPA	54
14	ASA(M&RA)	51
15	OCSA	36
16	OTSG	33
17	OTJAG	27
18	DUSA	20
19	OFC Small Business Programs	3
20	TIG	3
21	Chaplains	2
22	PMG	2
23	CoE	1
24	Auditor General	0
25	OCLL	0
26	OFC General Counsel	0
27	ASA(CW)	0

Data Sources:  
Authorizations - FMS Web  
On Hand – 31 May 2010 Strength Report (OA22)

# Rank Summary

## Army G-3/5/7

Core HQDA				
Organization	Growth	OverExec	FY12 CME	Median
G3	1	11	1	1
G1	2	1	2	2
G8	3	3	4	3
OFC SEC Army	4	27	5	5
CIO/G6	6	26	3	6
ASA(FM&C)	5	14	7	7
G2	7	25	6	7
ASA(ALT)	12	5	8	8
G4	16	9	9	9
OCSA	9	4	15	9
OCPA	11	8	10	10
ASA(I&E)	8	21	11	11
ASA(M&RA)	27	2	12	12
ACSIM	14	10	14	14
OTSG	15	24	13	15
Chaplains	17	13	18	17
OFC Small Business Programs	19	15	17	17
CoE	18	12	20	18
OFC General Counsel	13	19	23	19
PMG	10	20	19	19
OTJAG	20	7	24	20
Auditor General	25	18	21	21
ASA(CW)	21	16	25	21
OCLL	22	6	22	22
AASA	23	22	27	23
DUSA	26	23	16	23
TIG	24	17	26	24

HQDA with FOAs				
Organization	Growth	OverExec	FY12 CME	Median
G1	1	1	1	1
G3	3	3	3	3
ACSIM	5	2	4	4
AASA	4	26	2	4
G8	6	5	5	5
OFC SEC Army	7	27	7	7
OCSA	9	7	15	9
ASA(FM&C)	8	11	10	10
CIO/G6	10	25	6	10
G4	25	10	9	10
ASA(ALT)	14	6	11	11
G2	11	23	8	11
ASA(I&E)	12	19	12	12
OCPA	23	13	13	13
ASA(M&RA)	27	4	14	14
OTSG	16	21	16	16
Chaplains	17	14	21	17
OTJAG	18	9	17	17
OFC General Counsel	15	18	26	18
CoE	19	12	23	19
OFC Small Business Programs	20	16	19	19
DUSA	26	20	18	20
TIG	13	22	20	20
ASA(CW)	21	17	27	21
OCLL	22	8	25	22
PMG	2	24	22	22
Auditor General	24	15	24	24



**Army G-3/5/7**

<b>FY10 AUTHORIZATIONS</b>				
<b>DIRECT REPORTING UNIT</b>	<b>MIL</b>	<b>CIV</b>	<b>CME</b>	<b>TOT</b>
IMCOM	2066	44578	40407	87051
MEDCOM	24069	30639	8411	63119
US ARMY ACCESSIONS COMMAND	9595	3173	1323	14091
INSCOM	9802	3544	2481	15827
NETCOM	6229	3576	2924	12729
US ARMY RESERVE COMMAND	72	10156	1520	11748
US ARMY CORPS OF ENGINEERS	506	9874	806	11186
US ARMY ACQUISITION SUPPORT COMMAND	584	5255	4285	10124
US ARMY TEST AND EVALUATION COMMAND	481	4157	5186	9824
MILITARY DISTRICT WASHINGTON	2648	335	1	2984
US ARMY CRIMINAL INVESTIGATIONS COMMAND	1269	605	308	2182
USMA	802	774	132	1708
<b>TOTAL</b>	<b>58385</b>	<b>118922</b>	<b>68056</b>	<b>245363</b>

Data Sources:  
 Authorizations - SAMAS

Only includes Compo 1.



# Organization Selection

## Army G-3/5/7

	HQDA Core	FOAs	HQDA Core with FOAs
<b>2002-2010 Growth</b>	<ol style="list-style-type: none"> <li>G3 (224 and 62%)</li> <li>G1 (213 and 150%)</li> <li>G8 (154 and 66%)</li> <li>OSA (148 and 529%)</li> <li>ASA(FM) (120 and 60%)</li> </ol>	<ol style="list-style-type: none"> <li>Serv &amp; Ops Agcy (AASA)</li> <li>Install Spt Mgmt (ACSIM)</li> <li>Inf Tech Agcy (AASA)</li> <li>Ops Spt Group (G3)</li> <li>MDW HQs (OCSA)</li> </ol>	<ol style="list-style-type: none"> <li>G1 (1780 and 40%)</li> <li>G3 (607 and 83%)</li> <li>AASA (517 and 50%)</li> <li>ACSIM (276 and 131%)</li> <li>G8 (160 and 40%)</li> </ol>
<b>2012 CME Authorizations</b>	<ol style="list-style-type: none"> <li>G3 (454)</li> <li>G1 (194)</li> <li>CIO/G6 (147)</li> <li>G8 (139)</li> <li>OSA (133)</li> </ol>	<ol style="list-style-type: none"> <li>HRC (G1)</li> <li>Inf Tech Agcy (AASA)</li> <li>Ops Spt Group (G3)</li> <li>Install Spt Mgmt (AASA)</li> <li>Svcs &amp; Ops Agcy (AASA)</li> </ol>	<ol style="list-style-type: none"> <li>G1 (1950)</li> <li>AASA (1435)</li> <li>G3 (896)</li> <li>ACSIM (198)</li> <li>G8 (170)</li> </ol>
<b>FY 2010 Execution</b>	<ol style="list-style-type: none"> <li>G1 (156 and 40%)</li> <li>MRA (130 and 157%)</li> <li>G8 (107 and 24%)</li> <li>OCSA (41 and 18%)</li> <li>ASA(ALT) (40 and 16%)</li> </ol>	<ol style="list-style-type: none"> <li>CPOC South West (G1)</li> <li>CPOC North Central (G1)</li> <li>Install Spt Mgmt (ACSIM)</li> <li>CPOC West (G1)</li> <li>Ops Spt Group (G3)</li> </ol>	<ol style="list-style-type: none"> <li>G1 (606 and 8%)</li> <li>ACSIM (130 and 23%)</li> <li>G3 (130 and 6%)</li> <li>MRA (103 and 37%)</li> <li>G8 (96 and 15%)</li> </ol>

### Prioritization for assessment:

- G3 / IMCOM**
- G8 / MEDCOM**
- G1 / USAAC**
- CIO/G6 / NETCOM**
- G2 / INSCOM**
- ACSIM / USACE**
- OSA / USARC**
- FM&C / ATEC**
- ALT / USAASC**

### SECDEF Initiatives

- CMEs performing inherently governmental roles
- Review intelligence missions, organizations, relationships, and contracts for duplication (G2)
- Consolidate IT infrastructure facilities (CIO / G6)

<b>DRU</b>	<ol style="list-style-type: none"> <li>IMCOM</li> <li>MEDCOM</li> <li>USAAC</li> <li>INSCOM</li> </ol>	<ol style="list-style-type: none"> <li>NETCOM</li> <li>USARC</li> <li>USACE</li> <li>USAASC</li> <li>ATEC</li> </ol>
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# ***Installation Services Capabilities Portfolio Review***



**26 Aug 2010**

**LTG Rick Lynch**

**Commanding General, Installation Management Command,  
Assistant Chief of Staff for Installation Management,  
Co-Chair, Services and Infrastructure Core Enterprise**



## *Installation Management Efficiency Headlines*

- 1. Headquarters/Workforce Reductions**
- 2. Service Contract Reviews**
- 3. Tiger Team Review**
- 4. Army Family Programs**
- 5. Lean Six Sigma Efficiencies**
- 6. Conference and Travel Reductions**
- 7. Energy**
- 8. Training Support Redundancy Analysis**



## *Installation Management Force Restructure Review: Overview*

### **CONCEPT OF REVIEW:**

1. IMCOM Headquarters conducting a 2 part study:  
Part 1. Garrison Level Review  
Part 2. Echelons Above Garrison Review
2. Includes reviews of IMCOM Garrisons and Regions
3. IMCOM Regions/Garrisons develop and execute implementation plans/ HQ monitor progress
4. Achieve directed endstrength levels NLT end of FY12





### Installation Management Force Restructure Review: Part 1 - Garrison Level

#### SCOPE:

1. Review all IMCOM Managed Installations except BRAC-closing & Joint Bases
2. USAR ICW IMCOM is conducting a separate review.
3. Excludes Logistics Service because of ongoing DOL transfers to AMC
4. Force Structure Review of Garrison, Directorate, Division and Branch Levels

#### INITIAL PROJECTIONS: *pending further review*

#### Notable Reductions in:

1. Office of the Garrison Commander
2. Director of Public Works
3. Environmental
4. Army Community Services (*service efficiencies already captured in POM 12-16*)
5. Offices of PAO, IR, RM & Safety

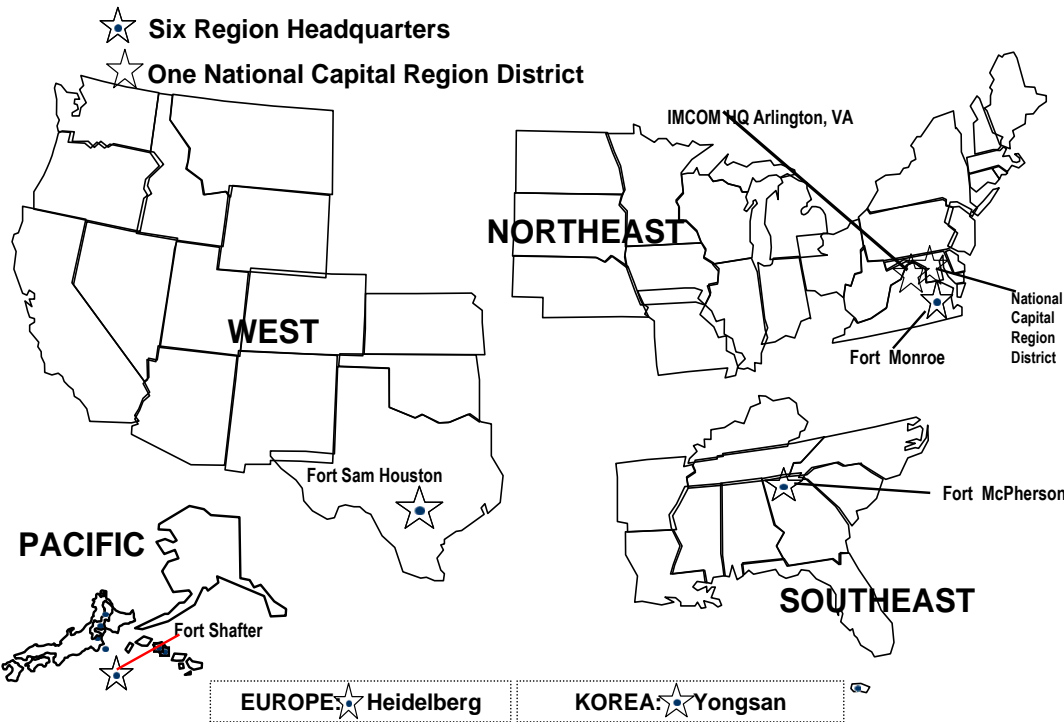
ORGANIZATION	FY12 AUTH	RED / REBAL	REBAL TOTAL	% RED
GARRISON COMMANDER	955	-455	500	-48%
PLANS, TRNG & MOB	5782	-348	5434	-6%
PLANS, ANAL, & INTEG	435	-65	370	-15%
EMERGENCY SVCS	11114	-574	10540	-5%
PUBLIC WORKS	18308	-497	17811	-3%
ENVIRONMENT	2325	-468	1857	-20%
HUMAN RELATIONS	3335	-355	2980	-11%
ACS	1556	0	1556	0%
RESOURCE MGT	925	-59	866	-6%
LEGAL	487	0	487	0%
RELIG SUPPORT	620	-2	618	0%
PUBLIC AFFAIRS	329	-9	320	-3%
EQUAL EMPL	159	0	159	0%
INTERNAL REVIEW	208	-65	143	-31%
SAFETY	250	-30	220	-12%
TOTALS	46788	-2927	43861	-6%

NOTE: Director of Logistics Excluded from Study





**Installation Management Force Restructure Review: Part 2 - Echelons Above Garrison**



**REGION HQ REVIEW: (~400 spaces reduction)**

- A. Merge NCR into IMCOM NE Region (completed 1 April 2010)
- B. Merge IMCOM NE and IMCOM SE as they co-locate at Ft. Eustis
- C. Merge IMCOM Pacific and IMCOM Korea
- D. Restructure IMCOM-Europe Region's C2 and Overhead

**IMCOM HQ: (~300 spaces reduction)**

- A. Integrate FMWRC into IMCOM HQ Staff
- B. Integrate AEC into IMCOM HQ Staff
- C. Optimize IMCOM HQ structure and endstrength levels



## *Service Contract Reviews*

- In FY09 IMCOM developed and implemented the Services and Infrastructure Contract Management Program (SIECMP) designed to provide a dedicated management effort of the command's outsourcing operations.
- With the program fully deployed, IMCOM Garrisons and Headquarters have conducted three Quarterly Contract Review Boards (QCRB) in FY10 (4<sup>th</sup> quarter review pending); these reviews account for 90% of Garrisons' contract funding. Reviews are integrated into IMCOM's budgeting and sourcing operations. Collectively, Garrisons have reported identifying cost savings/avoidance in FY10 up to \$20M in the following major areas:

- Food Services / DFAC
- Range Operations
- Custodial Services
- Physical Security
- Contract Security Guards



## *IMCOM Tiger Team Review*

- Contract Modifications / Re-Scoping
- Dining Facilities Management
- Hiring Practices
- Custodial Services
- Non-Tactical Vehicle Management
- Force Protection (Security Guards In-Sourcing)
- Information Technology
- Supply Practices
- Conferences

### IMCOM Tiger Team (TT\$) Findings

Ft Bliss, TX:	\$ 15.0 M
White Sands, NM:	\$ 4.0 M
Ft Drum, NY:	\$ 14.0 M
Ft Leavenworth, KS:	\$ 0.6 M
Schofield Barracks, HI:	\$ 18.0 M
Ft Carson, CO:	\$ 10.0 M
Ft Lewis JB, WA:	\$ 6.0 M
<b><i>Estimated Savings/Avoidance:</i></b>	<b><i>\$67.6M</i></b>



## *Army Family Programs Holistic Review*

### Army Family Programs Holistic Review:

- Transform ACS delivery system
- Balance portfolio of services to Strengthen Relationships
- Streamline employment and transition services
- Prioritize and Scope highest value Child & Youth Programs
- Consolidate bifurcated specialized services to streamline and improve services

***Estimated Savings for each year: FY12-15 \$125M, FY16 \$50M***



## *Lean Six Sigma Efficiencies*

### Lean Six Sigma & Quick Win Savings:

	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
ACSIM	\$ 61.2M	\$ 51.7M	\$ 53.6M
IMCOM	\$ 56.8M	\$ 47.2M	\$ 41.5M

***Projected Cost Avoidance FY10-12: \$312M***

***Improvement Examples:***

- ***Consolidation of supply purchases***
- ***Process improvements***
  - ***Spent brass disposal***
  - ***Installation pass renewal***
  - ***Recycling of materials***



## *Conference and Travel Reductions*

- Reduction in centrally funded conferences and associated travel
- Reduction in other travel

***Total Savings: FY 10 \$8M , estimated savings FY11-12 (\$4M annually)***



## Energy

### Goals:

- Reduced energy consumption
- Increased energy efficiency across platforms and facilities
- Increased use of renewable/alternative energy
- Assured access to sufficient energy supply
- Reduced adverse impacts on the environment

### Objectives:

- Reduce energy & water consumption
- Increase energy & water efficiency & modernize infrastructure
- Improve development of renewable & alternative energy, and ensure access to energy supplies
- Improve the development of renewable & alternative energy for vehicle fleet mobility fuel

### Initiatives :

- Energy Savings Performance Contracts
- Alternative and renewable energy projects
  - ✓ Fort Irwin 500 megawatts (MW) solar power generation
  - ✓ Fort Knox 100 kilowatt (KW) solar photovoltaic array
- Sixteen low-cost or no-cost Conservation Measures

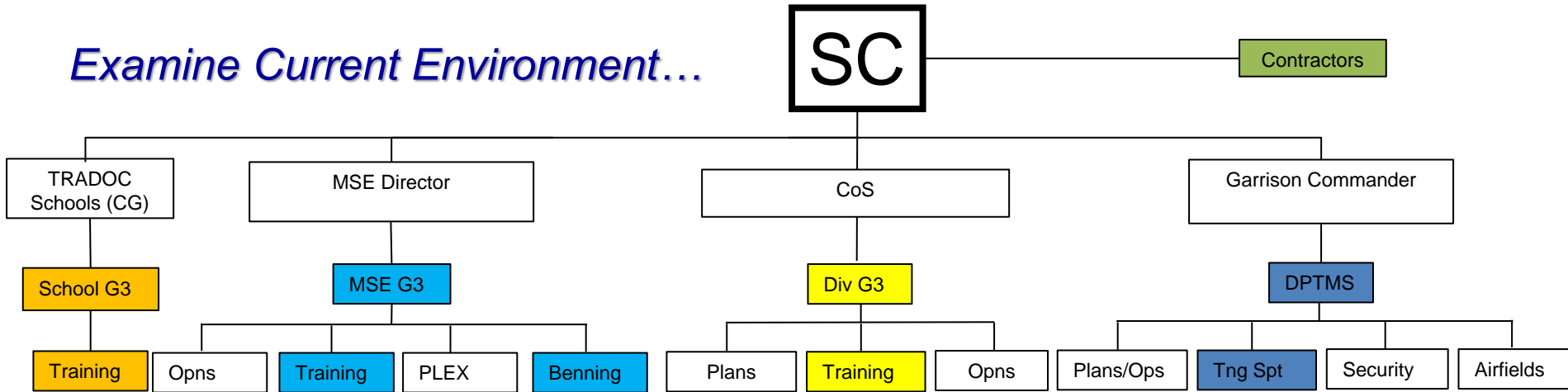
**Cost Avoidance: \$234M FY10-16**  
**(3% energy intensity reduction annually)**

- 1) Computers & monitors turned off or put in sleep mode
- 2) Stop idling vehicles
- 3) Turn off all interior lights when leaving a room as the last person
- 4) Turn off scanners, copy machines, faxes, printers (or put into sleep mode)
- 5) Use Set-back temperatures on heating, ventilation & air conditioning equipment
- 6) Turn off all outside lights during the day
- 7) Doors & windows active management to be closed for conditioned areas
- 8) Motors & pumps operate on automatic controls
- 9) Remove all incandescent lights
- 10) Remove all extra refrigerators, microwaves, coffeepots & other appliances
- 11) Replace all exit lighting with LED fixtures
- 12) Install or replace weather stripping on every entry way - Caulk all joints, window frames, door jambs & penetrations
- 13) Rewire all indoor lighting that is on 24/7 to switches or motion sensors
- 14) Replace the HVAC filters & check the tension on fan drive belts
- 15) Replace all motors & pumps with high-efficiency Energy Star Rated units
- 16) Changing the Culture – Everyone can make a difference!!



## Training Support Redundancy Analysis

*Examine Current Environment...*



### Training Support Services

- Range Operations Support
- Integrated Training Area Management (ITAM)
- Training Support Center (TSC) operations
- Battle Command Training Center Operations
- Training Ammunition Management
- Schools Management
- PDTE Fleet Management
- Mobile Training Teams
- Pre-Post Mobilization Training

### Study Focus Areas

- Redundant training support functions on installations in support of Senior Commander ADCON/Title 10 responsibilities. *(Current authorizations: DPTMS 5635, MSE 1614)*
- Standardization of the garrison Directorate of Plans, Training, Mobilization and Security
- TSS contract review

***Estimated Savings: \$TBD pending output of analysis due on 30 Aug.***





## *Savings Reutilization Way Ahead*

### **1. Installation Protection Requirements**

- Ft. Hood Study Recommendations

### **2. Energy Capital Investments**

### **3. IT Critical Infrastructure**

### **4. Facilities**

- Investment in Restoration and Modernization of SRM
- Leverage existing assets
- Revitalize existing, synchronized with MILCON



## Army G-3/5/7

- G-3/5/7 Organizational Assessment: 30 Aug
  - Lessons learned on data template
  - Recommended questions / themes for other organizations
- Conduct HQDA and DRUs assessment in September
- Conduct a Wrap-up focused on HQDA cross-cutting issues: 30 Sep



*Army G-3/5/7*

# Back up

## Army G-3/5/7

### TITLE 10 §3013. Secretary of the Army

(b) Subject to the authority, direction, and control of the Secretary of Defense and subject to the provisions of chapter 6 of this title, the Secretary of the Army is responsible for, and has the authority necessary to conduct, all affairs of the Department of the Army, including the following functions:

- (1) Recruiting.
- (2) Organizing.
- (3) Supplying.
- (4) Equipping (including research and development).
- (5) Training.
- (6) Servicing.
- (7) Mobilizing.
- (8) Demobilizing.
- (9) Administering (including the morale and welfare of personnel).
- (10) Maintaining.
- (11) The construction, outfitting, and repair of military equipment.
- (12) The construction, maintenance, and repair of buildings, structures, and utilities and the acquisition of real property and interests in real property necessary to carry out the responsibilities specified in this section.

### TITLE 10 §3032. The Army Staff: general duties

(b) Under the authority, direction, and control of the Secretary of the Army, the Army Staff shall—

- (1) subject to subsections (c) and (d) of section 3014 of this title, prepare for such employment of the Army, and for such recruiting, organizing, supplying, equipping (including those aspects of research and development assigned by the Secretary of the Army), training, servicing, mobilizing, demobilizing, administering, and maintaining of the Army, as will assist in the execution of any power, duty, or function of the Secretary or the Chief of Staff;
- (2) investigate and report upon the efficiency of the Army and its preparation to support military operations by combatant commands;
- (3) prepare detailed instructions for the execution of approved plans and supervise the execution of those plans and instructions;
- (4) as directed by the Secretary or the Chief of Staff, coordinate the action of organizations of the Army; and
- (5) perform such other duties, not otherwise assigned by law, as may be prescribed by the Secretary.



## Army G-3/5/7

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
30	31 1/2S Training (Inst Tng) CPR 1a GOSC	1 Installation (IMCOM Efficiencies) CPR 1b CoC	2 Installation (Security) CPR 1a CoC	3 Work Force (G8 & DRU) CPR 1b CoC	4
6 Federal Holiday	7 1/2S Installation (IMCOM Efficiencies) CPR 1a GOSC	8 1/2S Installation (Security) CPR 1b GOSC Training (Institutional Tng) CPR Session 1a	9 1/2S Work Force (G8 & DRU) CPR 1b GOSC	10 Installation (IMCOM Efficiencies) CPR	5
13 Installation (Security) CPR	14 Work Force (Rev - G8 & DRU) CPR 1b	15	16 Work Force (G1) & DRU CPR 1c CoC	17 Work Force (G6 & DRU) CPR 1d CoC	11
20 Work Force (G2 & DRU) CPR 1e CoC	21 Work Force (ASAALT & DRU) CPR 1f CoC 1/2S Work Force (G1) CPR 1c GOSC	22 1/2S Work Force (G6 & DRU) CPR 1d GOSC Work Force & Wrap Up CPR CoC	23 1/2S Work Force (G2 & DRU) CPR 1e GOSC	24 1/2S Work Force (ASAALT & DRU) & DRU CPR 1f GOSC Work Force (HQDA Rev & DRU) CPR 1c	12
27 1/2S Work Force & Wrap Up CPR GOSC	28 Work Force (Rev - G2 & DRU) CPR 1e	29 Work Force (ASAALT & DRU) CPR	30 Work Force & Wrap Up CPR Session	1 UNDER SEC ARMY VCSA	18
Work Force (HQDA Rev - G6 & DRU) CPR 1d				2	19
				3	25
					26
					27
					28
					29
					30
					1
					2
					3



## Army G-3/5/7



Does not include OCAR and NGB. Organizations listed are part of OA-22.

**Army G-3/5/7**

PARENT	NAME	2002	2010	Delta	% Chg
PMG	US ARMY CORRECTIONS CMD	0	627	627	N/A
G1	CPOC North East	0	504	504	N/A
G1	CPOC South East	0	477	477	N/A
G1	CPOC South West	0	473	473	N/A
G1	CPOC North Central	0	430	430	N/A
G1	CPOC West	0	383	383	N/A
G1	CPOC Europe	0	321	321	N/A
AASA	USA SERVICES AND OPERATIO	508	823	315	62%
ACSIM	USA INSTALL SPT MG	75	340	265	353%
AASA	USA INFORMATION TECH AGEN	140	403	263	188%
G3	USA ASYMMETRIC WAR	0	253	253	N/A
G3	OPS SUPPORT GROUP	27	206	179	663%
G1	CPOC Korea	0	128	128	N/A
G1	RESEARCH SUPPORT GROUP	0	122	122	N/A
G1	CPOC Pacific	0	85	85	N/A
AASA	USA CTR MILITARY HISTORY	91	158	67	74%
OCSA	US ARMY SAFETY CEN	117	168	51	44%
G3	USA CMD CONTROL SPT AGCY	58	64	6	10%
G8	CENTER FOR ARMY ANALYSIS	169	175	6	4%
ASA(I&E)	USA ENVIRONMENT POLICY INS	5	9	4	80%
OTJAG	USA LEGAL SERVICES	481	482	1	0%
G4	USA LOG INNOVATION AGENCY	132	109	-23	-17%
OCPA	ARMY PUBLIC AFFAIR AGENCY	52	26	-26	-50%
OCPA	ARMY PUBLIC AFFAIR	52	26	-26	-50%
G3	USA FORCE MGT SPT	280	225	-55	-20%
G3	USA FORCE MGT SPT	280	225	-55	-20%
G1	USA HUMAN RESOURCE CMD	2912	2843	-69	-2%
G1	USA HUMAN RESOURCE	2912	2843	-69	-2%
AASA	USA RESOURCE & PRG AGENC	242	128	-114	-47%
AASA	USA RESOURCE & PRG	242	128	-114	-47%
ASA(MRA)	USA EEO & CVL RIGH	198	13	-185	-93%
G1	CIV HUMAN RES AGCY (CHRA)	1398	111	-1287	-92%

Data Sources:  
 Authorizations - FMS Web  
 On Hand - 31 May 2010 Strength Report (OA22)



## Army G-3/5/7

PARENT	NAME	FY12 CME
G1	USA HUMAN RESOURCE CMD	1696
AASA	USA INFORMATION TECH AGENCY	1248
G3	OPS SUPPORT GROUP	202
ACSIM	USA INSTALL SPT MG	169
AASA	USA SERVICES AND OPERATIONS AGENCY	157
G3	USA ASYMMETRIC WAR	122
G3	USA CMD CONTROL SPT AGCY	75
G1	RESEARCH SUPPORT GROUP	60
G3	USA FORCE MGT SPT	43
G8	CENTER FOR ARMY ANALYSIS	31
AASA	USA CTR MILITARY HISTORY	30
G4	USA LOG INNOVATION AGENCY	27
OTJAG	USA LEGAL SERVICES	27
ASA(I&E)	USA ENVIRONMENT POLICY INSTITUTE	14
OCSA	US ARMY SAFETY CEN	11
TIG	USA INSP GENERAL AGCY	3
ASA(M&RA)	DEPT AR REVIEW BRD	2
AASA	USA RESOURCE & PRG AGENCY	0
ASA(FM&C)	US ARMY FINANCAL MGMT CMD	0
ASA(M&RA)	USA EEO & CVL RIGH	0
ASA(M&RA)	USA MANPOWER ANALY AGENCY	0
Auditor General	USA AUDIT AGENCY	0
G1	CIV HUMAN RES AGCY (CHRA)	0
G1	CPOC Europe	0
G1	CPOC Korea	0
G1	CPOC North Central	0
G1	CPOC North East	0
G1	CPOC Pacific	0
G1	CPOC South East	0
G1	CPOC South West	0
G1	CPOC West	0
OCPA	ARMY PUBLIC AFFAIR AGENCY	0
PMG	US ARMY CORRECTIONS CMD	0



## Army G-3/5/7

PARENT	NAME	2010	2010 O/H	OverExec	%OverExec
G1	CPOC South West	473	716	243	51%
G1	CPOC North Central	430	658	228	53%
ACSIM	USA INSTALL SPT MG	392	514	122	31%
G1	CPOC West	383	499	116	30%
G3	OPS SUPPORT GROUP	386	480	94	24%
G1	CPOC North East	504	587	83	16%
G1	CPOC South East	477	541	64	13%
G1	CPOC Europe	321	349	28	9%
G3	USA CMD CONTROL SPT AGCY	139	159	20	14%
ASA(FM&C)	US ARMY FINANCAL MGMT CMD	42	55	13	31%
G3	USA ASYMMETRIC WAR	352	357	5	1%
G4	USA LOG INNOVATION AGENCY	116	120	4	3%
AASA	USA RESOURCE & PRG AGENCY	128	131	3	2%
G3	USA FORCE MGT SPT	268	271	3	1%
Auditor General	USA AUDIT AGENCY	600	601	1	0%
G1	CIV HUMAN RES AGCY (CHRA)	199	200	1	1%
OTJAG	USA LEGAL SERVICES	509	510	1	0%
ASA(I&E)	USA ENVIRONMENT POLICY INSTITUTE	11	11	0	0%
ASA(M&RA)	DEPT AR REVIEW BRD	141	138	-3	-2%
TIG	USA INSP GENERAL AGCY	158	154	-4	-3%
ASA(M&RA)	USA EEO & CVL RIGH	13	8	-5	-38%
AASA	USA CTR MILITARY HISTORY	188	181	-7	-4%
OCSA	US ARMY SAFETY CEN	260	253	-7	-3%
G1	CPOC Pacific	85	76	-9	-11%
OCPA	ARMY PUBLIC AFFAIR AGENCY	26	16	-10	-38%
G8	CENTER FOR ARMY ANALYSIS	206	195	-11	-5%
G1	CPOC Korea	128	115	-13	-10%
PMG	US ARMY CORRECTIONS CMD	627	614	-13	-2%
ASA(M&RA)	USA MANPOWER ANALY AGENCY	44	25	-19	-43%
AASA	USA INFORMATION TECH AGENCY	1391	1365	-26	-2%
G1	RESEARCH SUPPORT GROUP	171	131	-40	-23%
AASA	USA SERVICES AND OPERATIONS AGENCY	968	802	-166	-17%
G1	USA HUMAN RESOURCE CMD	3926	3675	-251	-6%

Data Sources:

Authorizations - FMS Web

On Hand – 31 May 2010 Strength Report (OA22)



## Army G-3/5/7

HQDA CORE As of 230900Aug10	W022AA G3				W02ZAA G1				W6APAA G8				W00EAA OSA				W00GAA ASA(FM)			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
	2002	203	160		363	70	72		142	168	65		233	12	16		28	24	177	
2010	281	306	273	860	81	274	34	389	123	264	53	440	48	128	133	309	22	299	0	321
2012	277	304	454	1035	81	274	194	549	123	264	139	526	48	128	133	309	22	301	87	410
2010 O/H	323	317	228	868	128	240	177	545	150	242	155	547	17	32	22	71	29	285	8	322
2002-2010 Auth Δ	78	146		224	11	202		213	-45	199		154	36	112		148	-2	122		120
2002-2010 Auth % Δ	38%	91%		62%	16%	281%		150%	-27%	306%		66%	300%	700%		529%	-8%	69%		60%
2010-2012 Auth Δ	-4	-2	181	175	0	0	160	160	0	0	86	86	0	0	0	0	0	2	87	89
2010-2012 Auth % Δ	-1%	-1%	66%	20%	0%	0%	471%	41%	0%	0%	162%	20%	0%	0%	0%	0%	0%	1%	8700%	28%
2010 O/H-Auth Δ	42	11	-45	8	47	-34	143	156	27	-22	102	107	-31	-96	-111	-238	7	-14	8	1
2010 O/H-Auth % Δ	15%	4%	-16%	1%	58%	-12%	421%	40%	22%	-8%	192%	24%	-65%	-75%	-83%	-77%	32%	-5%	800%	0%

HQDA CORE	W4N3AA C1O/G6				W021AA G2				W4P0AA ASA(IE)				W02UAA OCSA				W1BZAA OCPA			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
	2002	38	56		94	83	116		199	4	34		38	94	46		140	24	36	
2010	29	145	263	437	55	217	98	370	3	78	64	145	78	97	47	222	23	57	18	98
2012	29	287	147	463	54	226	98	378	3	55	50	108	78	102	25	205	23	57	54	134
2010 O/H	32	148	208	388	59	186	112	357	3	79	61	143	149	105	9	263	25	48	40	113
2002-2010 Auth Δ	-9	89		80	-28	101		73	-1	44		43	-16	51		35	-1	21		20
2002-2010 Auth % Δ	-24%	159%		85%	-34%	87%		37%	-25%	129%		113%	-17%	111%		25%	-4%	58%		33%
2010-2012 Auth Δ	0	142	-116	26	-1	9	0	8	0	-23	-14	-37	0	5	-22	-17	0	0	36	36
2010-2012 Auth % Δ	0%	98%	-44%	6%	-2%	4%	0%	2%	0%	-29%	-22%	-26%	0%	5%	-47%	-8%	0%	0%	200%	37%
2010 O/H-Auth Δ	3	3	-55	-49	4	-31	14	-13	0	1	-3	-2	71	8	-38	41	2	-9	22	15
2010 O/H-Auth % Δ	10%	2%	-21%	-11%	7%	-14%	14%	-4%	0%	1%	-5%	-1%	91%	8%	-81%	18%	9%	-16%	122%	15%

HQDA CORE	W1B0AA ASA(ALT)				W1YMAA OGC				W089AA ACSIM				W00LAA OTSG				W023AA G4			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
	2002	62	73		135	14	21		35	35	101		136	45	45		90	77	116	
2010	11	142	92	245	7	44	0	51	23	124	29	176	45	50	40	135	44	153	44	241
2012	11	286	83	380	7	45	0	52	22	125	29	176	45	50	33	128	44	197	71	312
2010 O/H	61	177	47	285	7	42	0	49	27	131	26	184	46	41	45	132	47	163	44	254
2002-2010 Auth Δ	-51	69		18	-7	23		16	-12	23		11	0	5		5	-33	37		4
2002-2010 Auth % Δ	-82%	95%		13%	-50%	110%		46%	-34%	23%		8%	0%	11%		6%	-43%	32%		2%
2010-2012 Auth Δ	0	144	-9	135	0	1	0	1	-1	1	0	0	0	0	-7	-7	0	44	27	71
2010-2012 Auth % Δ	0%	101%	-10%	55%	0%	2%	0%	2%	-4%	1%	0%	0%	0%	0%	-18%	-5%	0%	29%	61%	29%
2010 O/H-Auth Δ	50	35	-45	40	0	-2	0	-2	4	7	-3	8	1	-9	5	-3	3	10	0	13
2010 O/H-Auth % Δ	455%	25%	-49%	16%	0%	-5%	0%	-4%	17%	6%	-10%	5%	2%	-18%	13%	-2%	7%	7%	0%	5%



## Army G-3/5/7

HQDA CORE	W00CAA				W00MAA				W4EBAA				W07ZAA				W31SAA			
	Chaplains				CoE				OFC Small Business Programs				OTJAG				Civil Works			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	24	17		41	10	0		10	2	7		9	44	23		67	3	22		25
2010	24	19	0	43	9	1	0	10	0	9	3	12	35	32	0	67	2	22	0	24
2012	24	19	2	45	9	3	1	13	0	9	3	12	35	32	0	67	2	22	0	24
2010 O/H	27	17	3	47	11	3	1	15	0	9	4	13	54	38	0	92	3	22	0	25
2002-2010 Auth Δ	0	2		2	-1	1		0	-2	2		0	-9	9		0	-1	0		-1
2002-2010 Auth % Δ	0%	12%		5%	-10%	100%		0%	-100%	29%		0%	-20%	39%		0%	-33%	0%		-4%
2010-2012 Auth Δ	0	0	2	2	0	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0
2010-2012 Auth % Δ	0%	0%	200%	5%	0%	200%	100%	30%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2010 O/H-Auth Δ	3	-2	3	4	2	2	1	5	0	0	1	1	19	6	0	25	1	0	0	1
2010 O/H-Auth % Δ	13%	-11%	0%	9%	22%	200%	100%	50%	0%	0%	33%	8%	54%	19%	0%	37%	50%	0%	0%	4%

HQDA CORE	W1BYAA				W1YSAA				W0Z6AA				W4ZUAA				W00FAA			
	OCLL				AASA				IG				Auditor General				DUSA			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	32	53		85	7	38		45	10	15		25	1	38		39	33	66		99
2010	23	60	0	83	2	29	0	31	5	2	0	7	1	7	0	8	13	32	20	65
2012	24	59	0	83	2	30	0	32	5	3	0	8	1	7	0	8	13	28	20	61
2010 O/H	49	60	0	109	3	26	0	29	6	2	0	8	1	7	0	8	8	51	3	62
2002-2010 Auth Δ	-9	7		-2	-5	-9		-14	-5	-13		-18	0	-31		-31	-20	-34		-54
2002-2010 Auth % Δ	-28%	13%		-2%	-71%	-24%		-31%	-50%	-87%		-72%	0%	-82%		-79%	-61%	-52%		-55%
2010-2012 Auth Δ	1	-1	0	0	0	1	0	1	0	1	0	1	0	0	0	0	0	-4	0	-4
2010-2012 Auth % Δ	4%	-2%	0%	0%	0%	3%	0%	3%	0%	50%	300%	14%	0%	0%	0%	0%	0%	-13%	0%	-6%
2010 O/H-Auth Δ	26	0	0	26	1	-3	0	-2	1	0	0	1	0	0	0	0	-5	19	-17	-3
2010 O/H-Auth % Δ	113%	0%	0%	31%	50%	-10%	0%	-6%	20%	0%	0%	14%	0%	0%	0%	0%	-38%	59%	-85%	-5%

HQDA CORE	W00SAA				W6EKAA			
	MRA				OPMG			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	20	110		130	N/A	N/A		0
2010	8	48	27	83	13	15	33	61
2012	8	51	49	108	7	15	2	24
2010 O/H	22	70	121	213	15	14	30	59
2002-2010 Auth Δ	-12	-62		-74	N/A	N/A		N/A
2002-2010 Auth % Δ	-60%	-56%		-57%	N/A	N/A		N/A
2010-2012 Auth Δ	0	3	22	25	-6	0	-31	-37
2010-2012 Auth % Δ	0%	6%	81%	30%	-46%	0%	-94%	-61%
2010 O/H-Auth Δ	14	22	94	130	2	-1	-3	-2
2010 O/H-Auth % Δ	175%	46%	348%	157%	15%	-7%	-9%	-3%



# Individual FOAs (2 of 2)

## Army G-3/5/7

Individual FOAs	W0NTAA USA AUDIT AGENCY CONUS				AAA USA FINANCIAL MGT CMD				W0NRAA CMD AND CNTL SUPPORT AGCY				ASA FM CENTER FOR ARMY ANALYSIS				W241AA ENVIRON POLICY INSTITUTE				G3 G6				W3WCAA ASA(IE)							
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
	2002	0	581		581	7	17		24	40	18		58	43	126		169	0	5		5	0	0		0	0	5					
2010	0	600	0	600	22	20		42	26	38	75	139	38	137	31	206	0	9		2	0	0		2	0	11						
2012	0	600	0	600	22	20		42	26	38	75	139	38	137	31	206	0	37		14	0	0		14	0	51						
2010 O/H	0	601	0	601	26	29		55	28	30	101	159	33	131	31	195	0	8		3	0	0		3	0	11						
2002-2010 Auth Δ	0	19		19	15	3		18	-14	20		6	-5	11		6	0	4		4	0	0		4	0	4						
2002-2010 Auth % Δ	0%	3%		3%	214%	18%		75%	-35%	111%		10%	-12%	9%		4%	0%	80%		80%	0%	0%		80%	0%	80%						
2010-2012 Auth Δ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	28		12	0	0		12	0	40						
2010-2012 Auth % Δ	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	311%		600%	0%	0%		600%	0%	364%					
2010 O/H-Auth Δ	0	1	0	1	4	9		13	2	-8	26	20	-5	-6	0	-11	0	-1		1	0	0		1	0	0						
2010 O/H-Auth % Δ	0%	0%	0%	0%	18%	45%		31%	8%	-21%	35%	14%	-13%	-4%	0%	-5%	0%	-11%		50%	0%	0%		50%	0%	0%						

Individual FOAs	W0KEAA USA LEGAL SERVICES AGENCY				OTJAG DA REVIEW BOARDS AGENCY				W336AA MANPOWER ANALYSIS AGENCY				MRA LOGISTICS INNOVATION AGENCY				W1YNAA PUBLIC AFFAIRS OPS GROUP				MRA OCPA									
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total		
	2002	280	201		481	28	117		145	0	49		49	3	129		132	29	23		0	0	0		52	0	0			
2010	268	214	27	509	10	131	0	141	0	44	0	44	2	107	7	116	16	10		0	0	0		26	0	0				
2012	268	215	27	510	10	131	2	143	0	44	0	44	2	120	27	149	16	13		0	0	0		29	0	0				
2010 O/H	275	208	27	510	12	124	2	138	0	25	0	25	1	91	28	120	6	10		0	0	0		16	0	0				
2002-2010 Auth Δ	-12	13		1	-18	14		-4	0	-5		-5	-1	-22		-23	-13	-13		-26	0	0		-26	0	0				
2002-2010 Auth % Δ	-4%	6%		0%	-64%	12%		-3%	0%	-10%		-10%	-33%	-17%		-17%	-45%	-57%		-50%	0%	0%		-50%	0%	0%				
2010-2012 Auth Δ	0	1	0	1	0	0	2	2	0	0	0	0	0	13	20	33	0	3		0	0	0		3	0	3				
2010-2012 Auth % Δ	0%	0%	0%	0%	0%	0%	200%	1%	0%	0%	0%	0%	0%	12%	286%	28%	0%	30%		0%	0%	0%		12%	0%	0%				
2010 O/H-Auth Δ	7	-6	0	1	2	-7	2	-3	0	-19	0	-19	-1	-16	21	4	-10	0		0	0	0		-10	0	0				
2010 O/H-Auth % Δ	3%	-3%	0%	0%	20%	-5%	200%	-2%	0%	-43%	0%	-43%	-50%	-15%	300%	3%	-63%	0%	0%		0%	0%		-38%	0%	0%				

Individual FOAs	W4PCAA USA FORCE MGT SPT AGCY				G3 HUMAN RESOURCE COMMAND				W6EDAA USA RESOURCE & PRG AGCY				G1 CIV HUMAN RES AGCY (CHRA)				W1J4AA USA CTR MILITARY HSTY				AASA									
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total		
	2002	19	261		280	774	2138	0	2912	8	234		242	0	1398	0	1398	6	85		0	0	0		91	0	0			
2010	5	220	43	268	391	2452	1083	3926	6	122	0	128	0	111	88	199	5	153		30	0	0		188	0	0				
2012	5	220	43	268	370	2077	1696	4143	6	188	0	194	0	111	0	111	5	160		30	0	0		195	0	0				
2010 O/H	4	227	40	271	796	1864	1015	3675	8	121	2	131	0	116	84	200	6	154		21	0	0		181	0	0				
2002-2010 Auth Δ	-14	-41		-55	-383	314		-69	-2	-112		-114	0	-1287		-1287	-1	68		N/A	0	0		N/A	0	0				
2002-2010 Auth % Δ	-74%	-16%		-20%	-49%	15%		-2%	-25%	-48%		-47%	0%	-92%		-92%	-17%	80%		N/A	0%	0%		N/A	0%	0%				
2010-2012 Auth Δ	0	0	0	0	-21	-375	613	217	0	66	0	66	0	0	-88	-88	0	7		0	0	0		7	0	7				
2010-2012 Auth % Δ	0%	0%	0%	0%	-5%	-15%	57%	6%	0%	54%	0%	52%	0%	0%	-100%	-44%	0%	5%		0%	0%	0%		4%	0%	0%				
2010 O/H-Auth Δ	-1	7	-3	3	405	-588	-68	-251	2	-1	2	3	0	5	-4	1	1	1		-9	0	0		-7	0	0				
2010 O/H-Auth % Δ	-20%	3%	-7%	1%	104%	-24%	-6%	-6%	33%	-1%	200%	2%	0%	5%	-5%	1%	20%	1%		-30%	0%	0%		-4%	0%	0%				

Individual FOAs	W049AA RESEARCH SUPPORT GRP, G1				G1 ASYMMETRIC WAR GROUP			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total
	2002	0	0	0	0	N/A	N/A	
2010	0	122	49	171	206	47	99	352
2012	0	123	60	183	206	47	122	375
2010 O/H	0	100	31	131	175	41	141	357
2002-2010 Auth Δ	N/A	N/A		N/A	N/A	N/A		N/A
2002-2010 Auth % Δ	0%	12200%		N/A	N/A	N/A		N/A
2010-2012 Auth Δ	0	1	11	12	0	0	23	23
2010-2012 Auth % Δ	0%	1%	22%	7%	0%	0%	23%	7%
2010 O/H-Auth Δ	0	-22	-18	-40	-31	-6	42	5
2010 O/H-Auth % Δ	0%	-18%	-37%	-23%	-15%	-13%	42%	1%



**Army G-3/5/7**

HQDA Core w FOAs  
As of 230900Aug10

	G1				G3				AASA				ACSIM				G8			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	844	3608		4452	269	459		728	231	795		1026	35	176		211	211	191		402
2010	472	5760	1254	7486	605	730	670	2005	140	1403	1163	2706	26	461	81	568	161	401	84	646
2012	451	5385	1950	7786	598	807	896	2301	141	1431	1435	3007	25	500	198	723	161	401	170	732
2010 O/H	924	5861	1307	8092	633	712	790	2135	118	1157	1233	2508	28	438	232	698	183	373	186	742
2002-2010 Auth Δ	-372	2152		1780	336	271		607	-91	608		517	-9	285		276	-50	210		160
2002-2010 Auth % Δ	-44%	60%		40%	125%	59%		83%	-39%	76%		50%	-26%	162%		131%	-24%	110%		40%
2010-2012 Auth Δ	-21	-375	696	300	-7	77	226	296	1	28	272	301	-1	39	117	155	0	0	86	86
2010-2012 Auth % Δ	-4%	-7%	56%	4%	-1%	11%	34%	15%	1%	2%	23%	11%	-4%	8%	144%	27%	0%	0%	102%	13%
2010 O/H-Auth Δ	452	101	53	606	28	-18	120	130	-22	-246	70	-198	2	-23	151	130	22	-28	102	96
2010 O/H-Auth % Δ	96%	2%	4%	8%	5%	-2%	18%	6%	-16%	-18%	6%	-7%	8%	-5%	186%	23%	14%	-7%	121%	15%

HQDA Core w FOAs

	OSA				ASA(FM)				OCSA				CIO/G6				G2			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	12	16		28	31	194		225	139	118		257	38	56		94	83	116		199
2010	49	128	133	309	44	319	0	363	114	229	139	482	29	145	263	437	55	217	98	370
2012	48	128	133	309	44	321	87	452	114	315	36	465	29	287	147	463	54	226	98	378
2010 O/H	17	32	22	71	55	314	8	377	190	242	84	516	32	148	208	388	59	186	112	357
2002-2010 Auth Δ	36	112		148	13	125		138	-25	111		86	-9	89		80	-28	101		73
2002-2010 Auth % Δ	300%	700%		529%	42%	64%		61%	-18%	94%		33%	-24%	159%		85%	-34%	87%		37%
2010-2012 Auth Δ	0	0	0	0	0	2	87	89	0	86	-103	-17	0	142	-116	26	-1	9	0	8
2010-2012 Auth % Δ	0%	0%	0%	0%	0%	1%	8700%	25%	0%	38%	-74%	-4%	0%	98%	-44%	6%	-2%	4%	0%	2%
2010 O/H-Auth Δ	-31	-96	-111	-238	11	-5	8	14	76	13	-55	34	3	3	-55	-49	4	-31	14	-13
2010 O/H-Auth % Δ	-65%	-75%	-83%	-77%	25%	-2%	800%	4%	67%	6%	-40%	7%	10%	2%	-21%	-11%	7%	-14%	14%	-4%

HQDA Core w FOAs

	ASA(IE)				IG				ASA(ALT)				OGC				OTSG			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	4	39		43	88	50		138	62	73		135	14	21		35	45	45		90
2010	3	87	66	156	68	97	0	165	11	142	92	245	7	44	0	51	45	50	40	135
2012	3	92	64	159	68	98	3	169	11	286	83	380	7	45	0	52	45	50	33	128
2010 O/H	3	87	64	154	68	94	0	162	61	177	47	285	7	42	0	49	46	41	45	132
2002-2010 Auth Δ	-1	48		47	-20	47		27	-51	69		18	-7	23		16	0	5		5
2002-2010 Auth % Δ	-25%	123%		109%	-23%	94%		20%	-82%	95%		13%	-50%	110%		46%	0%	11%		6%
2010-2012 Auth Δ	0	5	-2	3	0	1	3	4	0	144	-9	135	0	1	0	1	0	0	-7	-7
2010-2012 Auth % Δ	0%	6%	-3%	2%	0%	1%	300%	2%	0%	101%	-10%	55%	0%	2%	0%	2%	0%	0%	-18%	-5%
2010 O/H-Auth Δ	0	0	-2	-2	0	-3	0	-3	50	35	-45	40	0	-2	0	-2	1	-9	5	-3
2010 O/H-Auth % Δ	0%	0%	-3%	-1%	0%	-3%	0%	-2%	455%	25%	-49%	16%	0%	-5%	0%	-4%	2%	-18%	13%	-2%



**Army G-3/5/7**

HQDA Core w FOAs

	Chaplains				OTJAG				CoE				OFC Small Business Programs				Civil Works			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	24	17		41	324	224		548	10	0		10	2	7		9	3	22		25
2010	24	19	0	43	303	246	27	576	9	1	0	10	0	9	3	12	2	22	0	24
2012	24	19	2	45	303	247	27	577	9	3	1	13	0	9	3	12	2	22	0	24
2010 O/H	27	17	3	47	329	246	27	602	11	3	1	15	0	9	4	13	3	22	0	25
2002-2010 Auth Δ	0	2		2	-21	22		1	-1	1		0	-2	2		0	-1	0		-1
2002-2010 Auth % Δ	0%	12%		5%	-6%	10%		0%	-10%	100%		0%	-100%	29%		0%	-33%	0%		-4%
2010-2012 Auth Δ	0	0	2	2	0	1	0	1	0	2	1	3	0	0	0	0	0	0	0	0
2010-2012 Auth % Δ	0%	0%	200%	5%	0%	0%	0%	0%	0%	200%	100%	30%	0%	0%	0%	0%	0%	0%	0%	0%
2010 O/H-Auth Δ	3	-2	3	4	26	0	0	26	2	2	1	5	0	0	1	1	1	0	0	1
2010 O/H-Auth % Δ	13%	-11%	300%	9%	9%	0%	0%	5%	22%	200%	100%	50%	0%	0%	33%	8%	50%	0%	0%	4%

HQDA Core w FOAs

	OCLL				OCPA				Auditor General				G4				DUSA			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	32	53		85	53	59		112	1	619		620	80	245		325	33	66		99
2010	23	60	0	83	39	67	18	124	1	607	0	608	46	260	51	357	13	32	20	65
2012	24	59	0	83	39	70	54	163	1	607	0	608	46	317	98	461	13	28	20	61
2010 O/H	49	60	0	109	31	58	40	129	1	608	0	609	48	254	72	374	8	51	3	62
2002-2010 Auth Δ	-9	7		-2	-14	8		-6	0	-12		-12	-34	15		-19	-20	-34		-54
2002-2010 Auth % Δ	-28%	13%		-2%	-26%	14%		-5%	0%	-2%		-2%	-43%	6%		-6%	-61%	-52%		-55%
2010-2012 Auth Δ	1	-1	0	0	0	3	36	39	0	0	0	0	0	57	47	104	0	-4	0	-4
2010-2012 Auth % Δ	4%	-2%	0%	0%	0%	4%	200%	31%	0%	0%	0%	0%	0%	22%	92%	29%	0%	-13%	0%	-6%
2010 O/H-Auth Δ	26	0	0	26	-8	-9	22	5	0	1	0	1	2	-6	21	17	-5	19	-17	-3
2010 O/H-Auth % Δ	113%	0%	0%	31%	-21%	-13%	122%	4%	0%	0%	0%	0%	4%	-2%	41%	5%	-38%	59%	-85%	-5%

HQDA Core w FOAs

	MRA				PMG			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	48	474		522	N/A	N/A		0
2010	18	236	27	281	479	176	33	688
2012	18	239	51	308	240	79	2	321
2010 O/H	34	227	123	384	492	149	32	673
2002-2010 Auth Δ	-30	-238		-268	N/A	N/A		N/A
2002-2010 Auth % Δ	-63%	-50%		-51%	N/A	N/A		N/A
2010-2012 Auth Δ	0	3	24	27	-239	-97	-31	-367
2010-2012 Auth % Δ	0%	1%	89%	10%	-50%	-55%	-94%	-53%
2010 O/H-Auth Δ	16	-9	96	103	13	-27	-1	-15
2010 O/H-Auth % Δ	89%	-4%	356%	37%	3%	-15%	-3%	-2%



# Individual DRUs

## Army G-3/5/7

Individual DRUs	W6BDAA				ACSIM DRU				W0GVAA				OCSA DRU				W3VYAA				OTSG DRU				WCD2AA				CIO/G6 DRU			
	INSTALL MGMT COMMAND								US ARMY MDW HQ								HQ MEDCOM								HQ NETCOM							
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	0	0	0	0	55	44	0	99	119	247			366	145	0	0	145															
2010	16	267	178	461	73	145	0	218	104	261	15		380	122	0	0	122															
2012	16	272	299	587	75	152	0	227	128	500	71		699	0	0	0	0															
2010 O/H	25	632	N/A	N/A	110	138	0	248	110	535	N/A		N/A	122	0	0	122															
2002-2010 Auth Δ	16	267		283	18	101		119	-15	14			-1	-23	0		-23															
2002-2010 Auth % Δ	N/A	N/A		N/A	33%	230%		120%	-13%	6%			0%	-16%	0%		-16%															
2010-2012 Auth Δ	0	5	121	126	2	7	0	9	24	239	56		319	-122	0	0	-122															
2010-2012 Auth % Δ	0%	2%	68%	27%	3%	5%	0%	4%	23%	92%	373%		84%	-100%	0%	0%	-100%															
2010 O/H-Auth Δ	9	365	N/A	N/A	37	-7	0	30	6	274	N/A		N/A	0	0	0	0															
2010 O/H-Auth % Δ	56%	137%	N/A	N/A	51%	-5%	0%	14%	6%	105%	N/A		N/A	0%	0%	0%	0%															

Individual DRUs	W3KPAA				PMG DRU				W0JVAA				CoE DRU				W00YAA				G2 DRU				W3Q2AA				OCSA DRU			
	CRIMINAL INVEST CMD HQS								CORPS OF ENGINEERS HQ								INSCOM								TEST & EVAL COMMAND							
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	0	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	51	67	0	118	15	264		279	77	229	0		306	59	178	0	237															
2010	40	72	22	134	5	264	2	271	73	222	115		410	13	213	24	250															
2012	40	77	18	135	5	264	2	271	72	251	116		439	12	238	34	284															
2010 O/H	68	140	N/A	N/A	46	239	N/A	N/A	80	216	N/A		N/A	9	209	N/A	N/A															
2002-2010 Auth Δ	-11	5		-6	-10	0		-10	-4	-7			-11	-46	35		-11															
2002-2010 Auth % Δ	-22%	7%		-5%	300%	0%		-4%	-5%	-3%			-4%	-78%	20%		-5%															
2010-2012 Auth Δ	0	5	-4	1	0	0	0	0	-1	29	1		29	-1	25	10	34															
2010-2012 Auth % Δ	0%	7%	-18%	1%	0%	0%	0%	0%	-1%	13%	1%		7%	-8%	12%	42%	14%															
2010 O/H-Auth Δ	28	68	N/A	N/A	41	-25	N/A	N/A	7	-6	N/A		N/A	-4	-4	N/A	N/A															
2010 O/H-Auth % Δ	70%	94%	N/A	N/A	820%	-9%	N/A	N/A	10%	-3%	N/A		N/A	-31%	-2%	N/A	N/A															

Individual DRUs	W47AAA				OCSA DRU				W1FBAA				OCSA DRU				W27PAA				ASA ALT DRU			
	USA RESERVE COMMAND								USMA								ACQ SUPPORT CENTER							
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	18	302	0	320	920	2032	0	2952	396	2270	0		2666											
2010	9	278	17	304	724	774	132	1630	541	307	12		860											
2012	10	304	63	382	700	799	130	1629	541	192	14		747											
2010 O/H	12	357	N/A	N/A	791	757	N/A	N/A	21	254	N/A		N/A											
2002-2010 Auth Δ	-9	-24		-33	-196	-1258		-1454	145	-1963			-1818											
2002-2010 Auth % Δ	-50%	-8%		-10%	-21%	-62%		-49%	37%	-86%			-68%											
2010-2012 Auth Δ	1	26	51	78	-24	25	-2	-1	0	-115	2		-113											
2010-2012 Auth % Δ	11%	9%	300%	26%	-3%	3%	-2%	0%	0%	-37%	17%		-13%											
2010 O/H-Auth Δ	3	79	N/A	N/A	67	-17	N/A	N/A	-520	-53	N/A		N/A											
2010 O/H-Auth % Δ	33%	28%	N/A	N/A	9%	-2%	N/A	N/A	-96%	-17%	N/A		N/A											





## Army G-3/5/7

Executive Agent Responsibilities EAR	W1A5AA				W1B5AA				W4FXAA				W4XEAA			
	DOD Explo Safety Board				Armed Svcs BD of Cont Appeals				Mil Postal SVC Agency				CPA IG (SIGIR)			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	1	16		17	4	72		76	9	21		30	2	95		97
2010	1	25	0	26	4	77	0	81	8	24	1	33	0	0	0	0
2012	1	25	0	26	4	77	0	81	8	24	1	33	0	0	0	0
2010 O/H	4	24	0	28	0	37	0	37	6	18	1	25	0	122	0	122
2002-2010 Auth Δ	0	9		9	0	5		5	-1	3		2	-2	-95		-97
2002-2010 Auth % Δ	0%	56%		53%	0%	7%		7%	-11%	14%		7%	-100%	-100%		-100%
2010-2012 Auth Δ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2010-2012 Auth % Δ	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2010 O/H-Auth Δ	3	-1	0	2	-4	-40	0	-44	-2	-6	0	-8	0	122	0	122
2010 O/H/Auth % Δ	300%	-4%	0%	8%	-100%	-52%	0%	-54%	-25%	-25%	0%	-24%	0%	12200%	0%	12200%

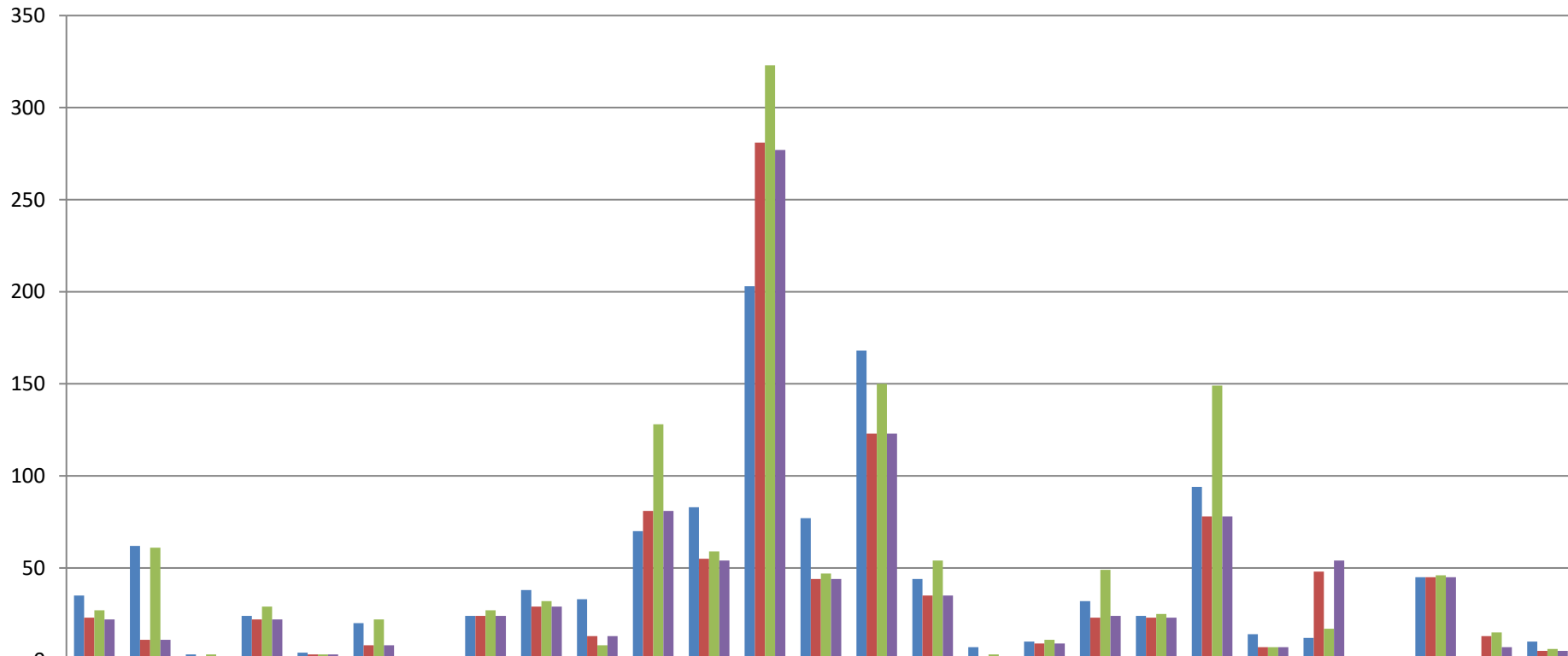
Joint Activities	W32DAA				W1BUAA				W3JEAA			
	USA ELEM CBT Test Eval				USA ELEM Army/AF Exchange				USA ELEM DEF EEO MGT Inst			
	Mil	Civ	CME	Total	Mil	Civ	CME	Total	Mil	Civ	CME	Total
2002	1	0		1	34	0		34	37	0		37
2010	1	0	0	1	34	0	0	34	37	0	0	37
2012	1	0	0	1	34	0	0	34	37	0	0	37
2010 O/H	1	0	0	1	34	0	0	34	37	0	0	37
2002-2010 Auth Δ	0	0		0	0	0		0	0	0		0
2002-2010 Auth % Δ	0%	0%		0%	0%	0%		0%	0%	0%		0%
2010-2012 Auth Δ	0	0	0	0	0	0	0	0	0	0	0	0
2010-2012 Auth % Δ	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2010 O/H-Auth Δ	0	0	0	0	0	0	0	0	0	0	0	0
2010 O/H/Auth % Δ	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

CTED	CTED			
	Mil	Civ	CME	Total
2002	0	998		998
2010	0	2025	0	2025
2012	0	2041	0	2041
2010 O/H	0	2029	0	2029
2002-2010 Auth Δ	0	1027		1027
2002-2010 Auth % Δ	0%	103%		103%
2010-2012 Auth Δ	0	16	0	16
2010-2012 Auth % Δ	0%	1%	0%	1%
2010 O/H-Auth Δ	0	4	0	4
2010 O/H/Auth % Δ	0%	0%	0%	0%



**Army G-3/5/7**

## HQDA Core Military (Staff Breakout)



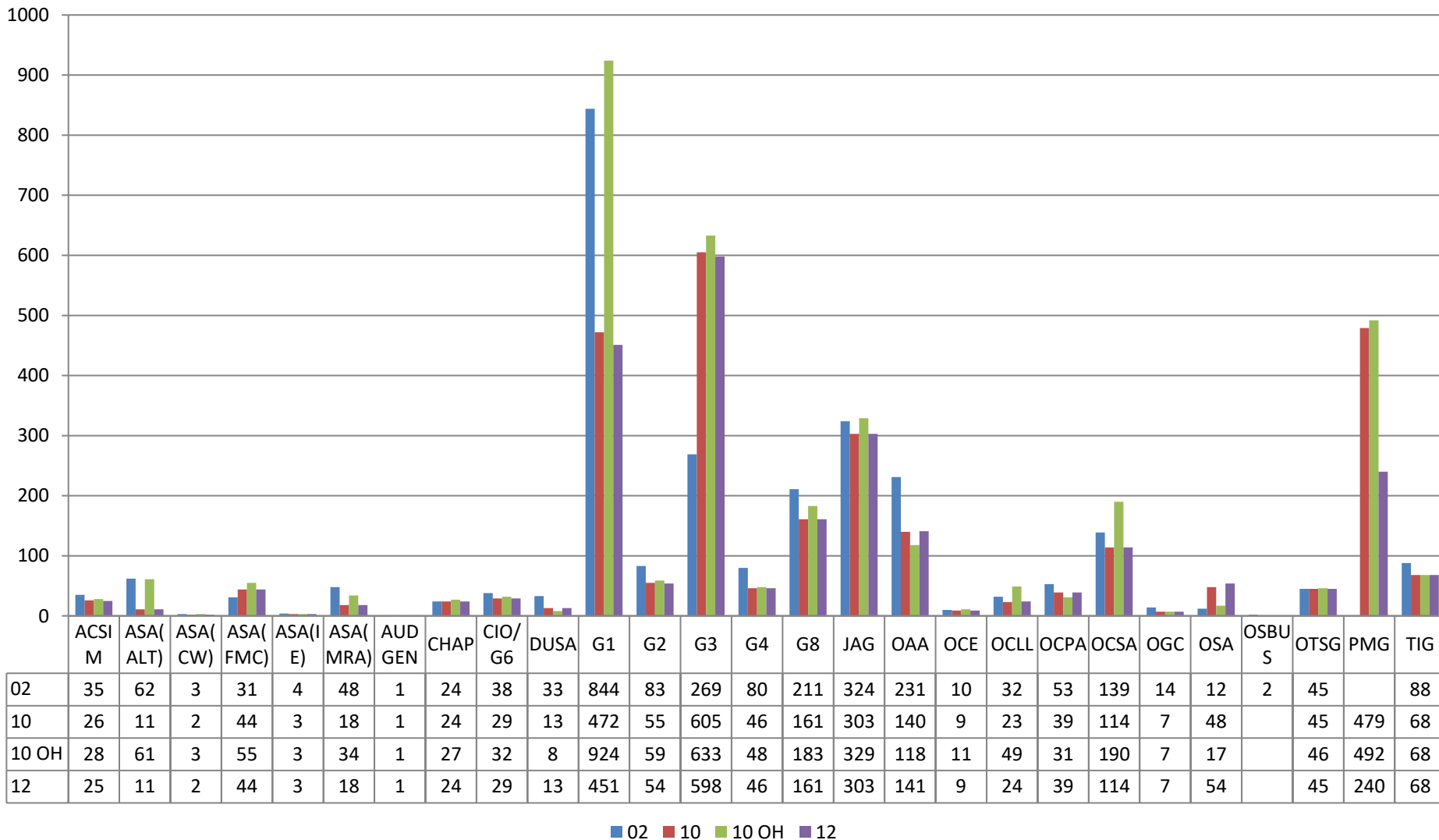
	ACSI M	ASA(ALT)	ASA(CW)	ASA(FMC)	ASA(IE)	ASA(MRA)	AUD GEN	CHAP	CIO/G6	DUSA	G1	G2	G3	G4	G8	JAG	OAA	OCE	OCLL	OCPA	OCSA	OGC	OSA	OSBUS	OTSG	PMG	TIG
02	35	62	3	24	4	20	1	24	38	33	70	83	203	77	168	44	7	10	32	24	94	14	12	2	45		10
10	23	11	2	22	3	8	1	24	29	13	81	55	281	44	123	35	2	9	23	23	78	7	48		45	13	5
10 OH	27	61	3	29	3	22	1	27	32	8	128	59	323	47	150	54	3	11	49	25	149	7	17		46	15	6
12	22	11	2	22	3	8	1	24	29	13	81	54	277	44	123	35	2	9	24	23	78	7	54		45	7	5

■ 02 ■ 10 ■ 10 OH ■ 12



**Army G-3/5/7**

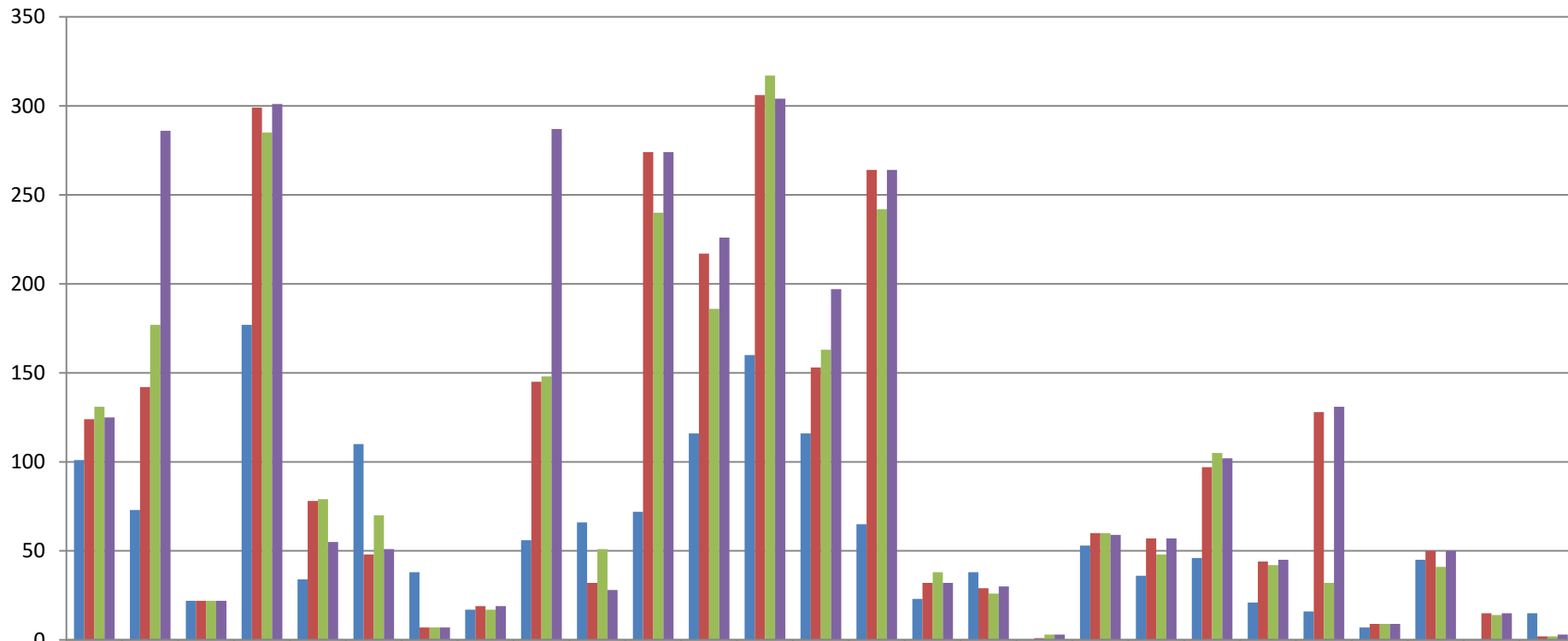
## HQDA Core w/FOA Military (Staff Breakout)





Army G-3/5/7

## HQDA Core Civilian (Staff Breakout)



	ACSI M	ASA(ALT)	ASA(CW)	ASA(FMC)	ASA(IE)	ASA(MRA)	AUD GEN	CHAP	CIO/G6	DUSA	G1	G2	G3	G4	G8	JAG	OAA	OCE	OCLL	OCPA	OCSA	OGC	OSA	OSBUS	OTSG	PMG	TIG
02	101	73	22	177	34	110	38	17	56	66	72	116	160	116	65	23	38		53	36	46	21	16	7	45		15
10	124	142	22	299	78	48	7	19	145	32	274	217	306	153	264	32	29	1	60	57	97	44	128	9	50	15	2
10 OH	131	177	22	285	79	70	7	17	148	51	240	186	317	163	242	38	26	3	60	48	105	42	32	9	41	14	2
12	125	286	22	301	55	51	7	19	287	28	274	226	304	197	264	32	30	3	59	57	102	45	131	9	50	15	3

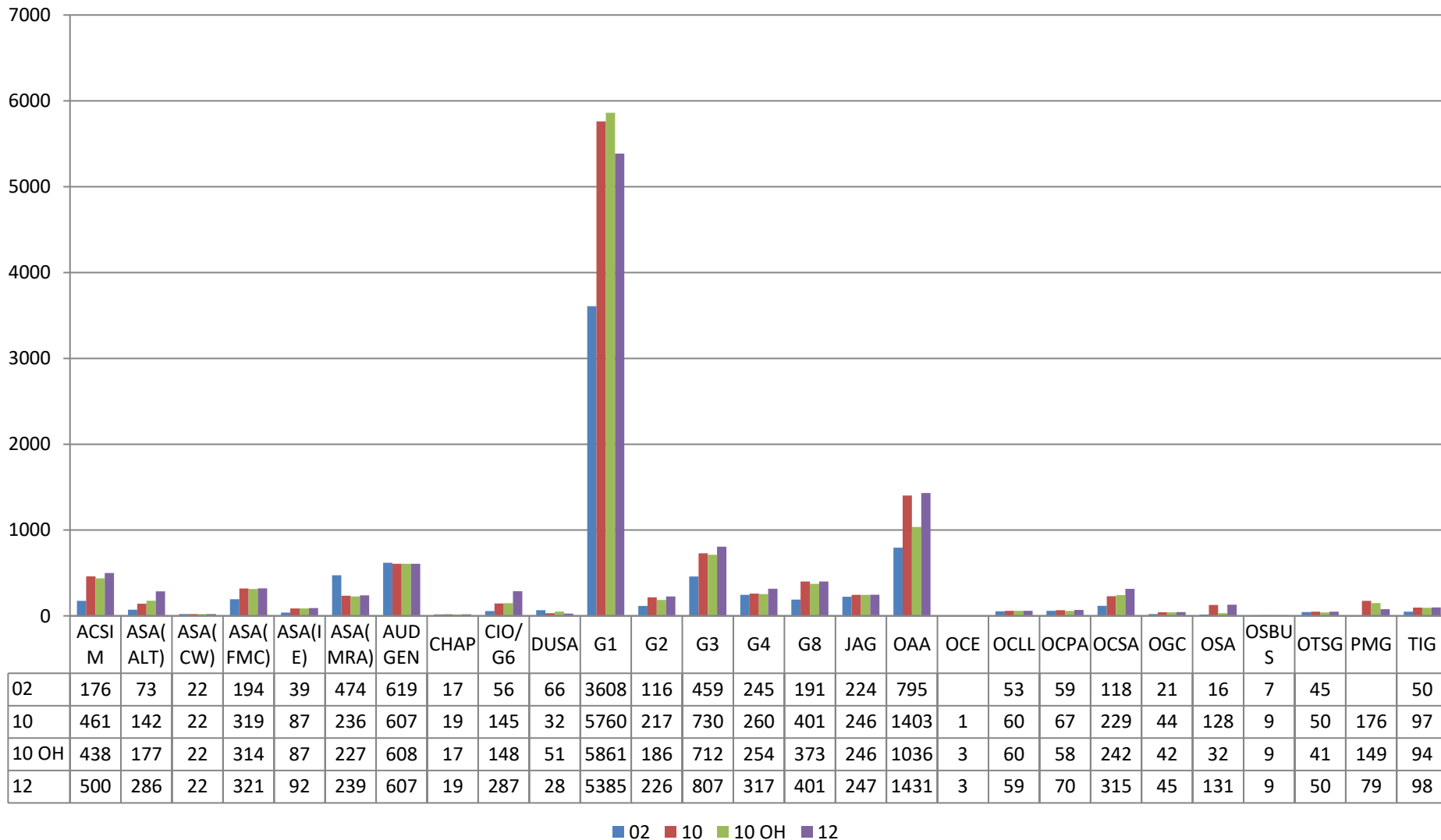
■ 02 ■ 10 ■ 10 OH ■ 12

Data Sources:  
 Authorizations - FMS Web  
 On Hand – 31 May 2010 Strength Report (OA22) 60



**Army G-3/5/7**

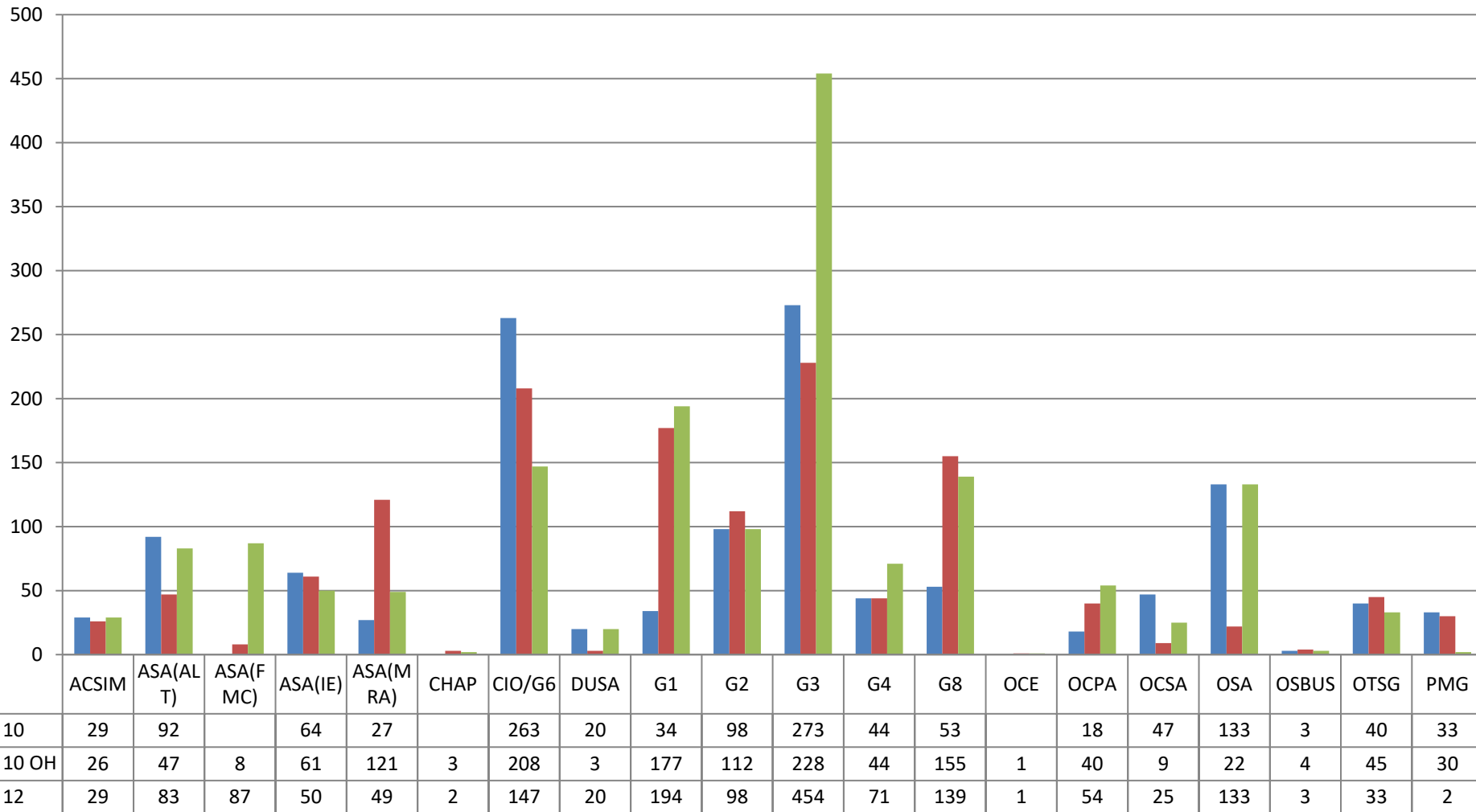
## HQDA Core w/FOAs Civilians (Staff Breakout)





Army G-3/5/7

## HQDA Core CME (Staff Breakout)

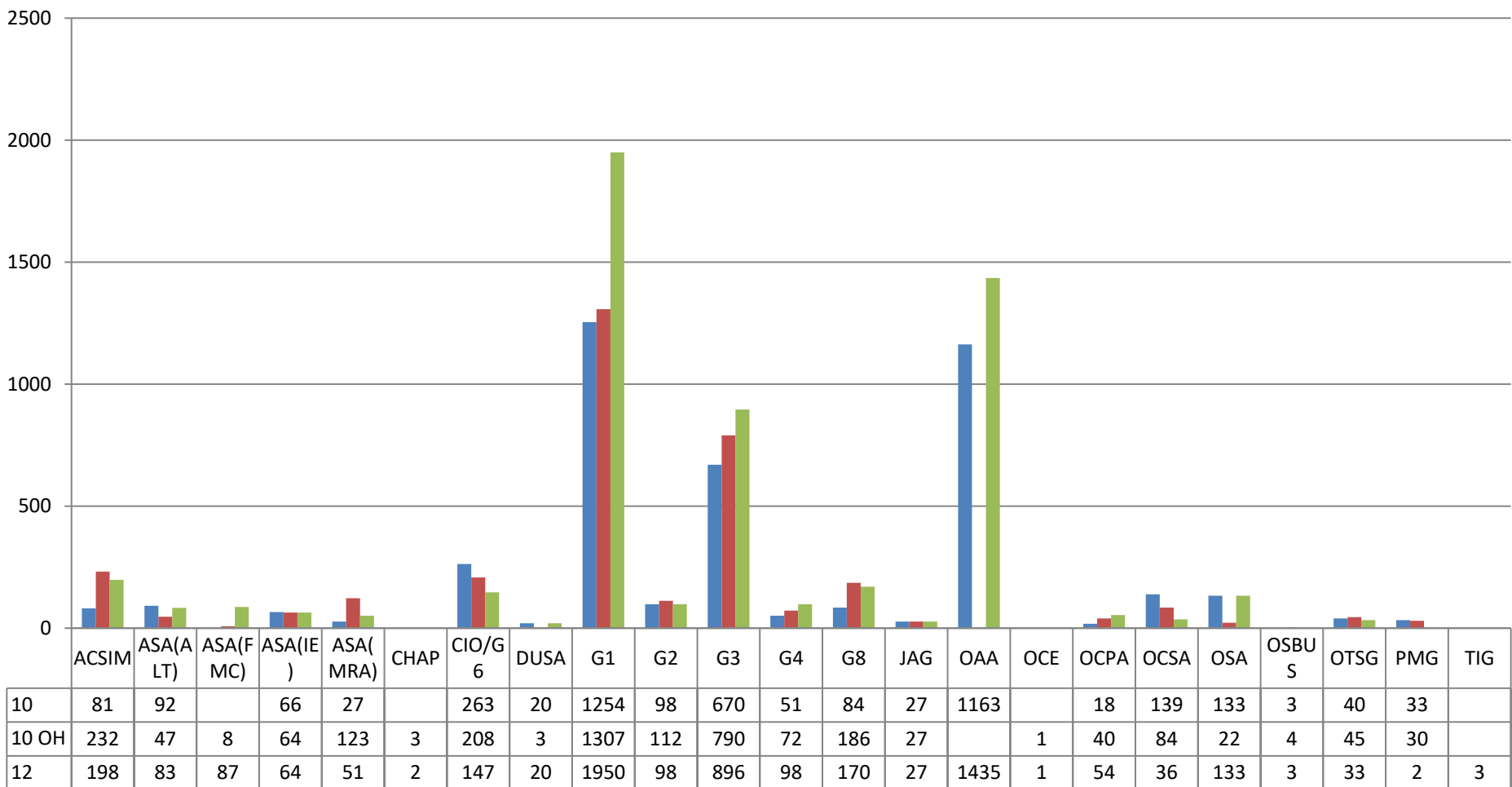


■ 10 ■ 10 OH ■ 12



**Army G-3/5/7**

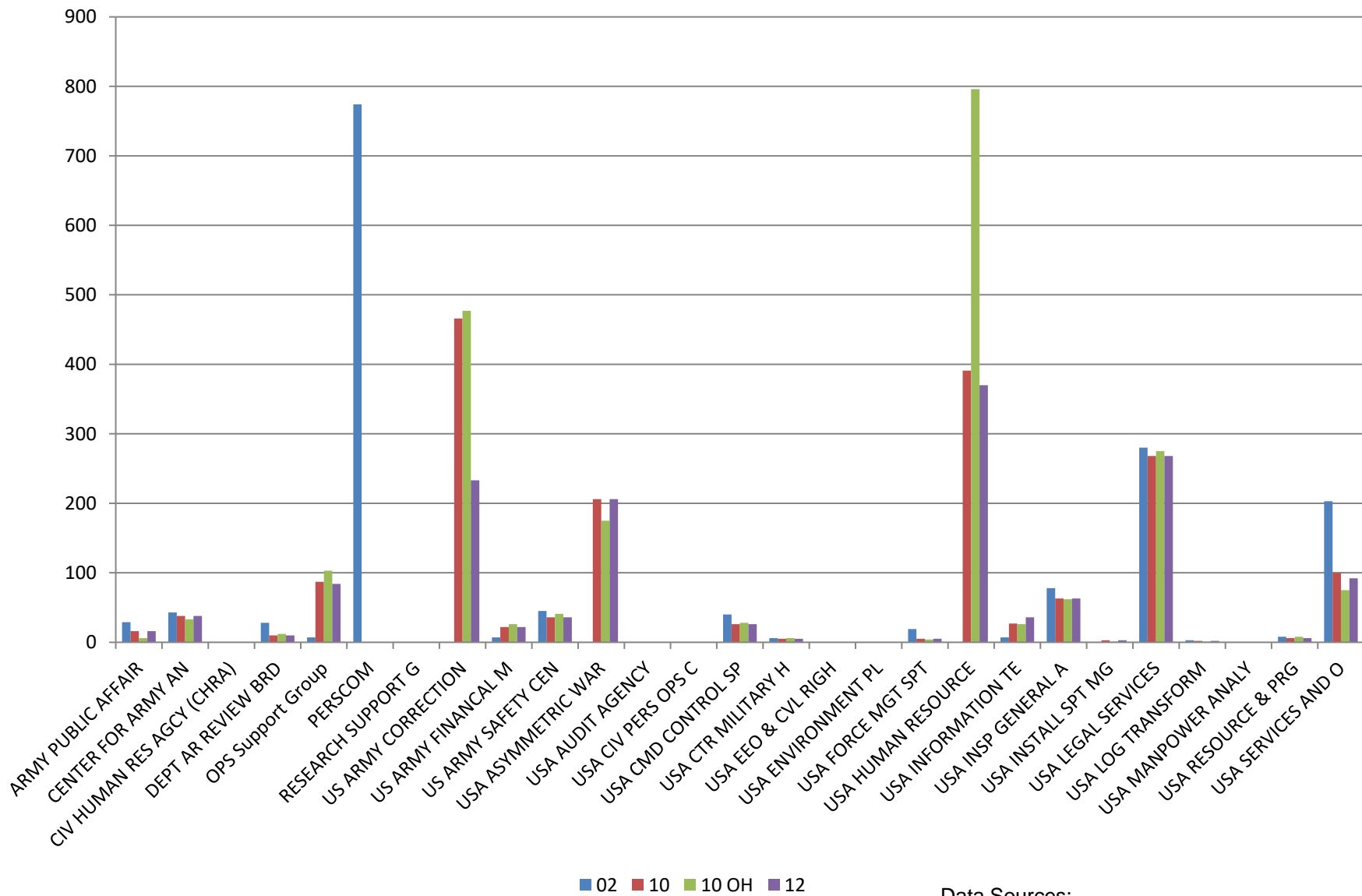
## HQDA Core w/FOA CMEs (Staff Breakout)



■ 10 ■ 10 OH ■ 12



## Army G-3/5/7

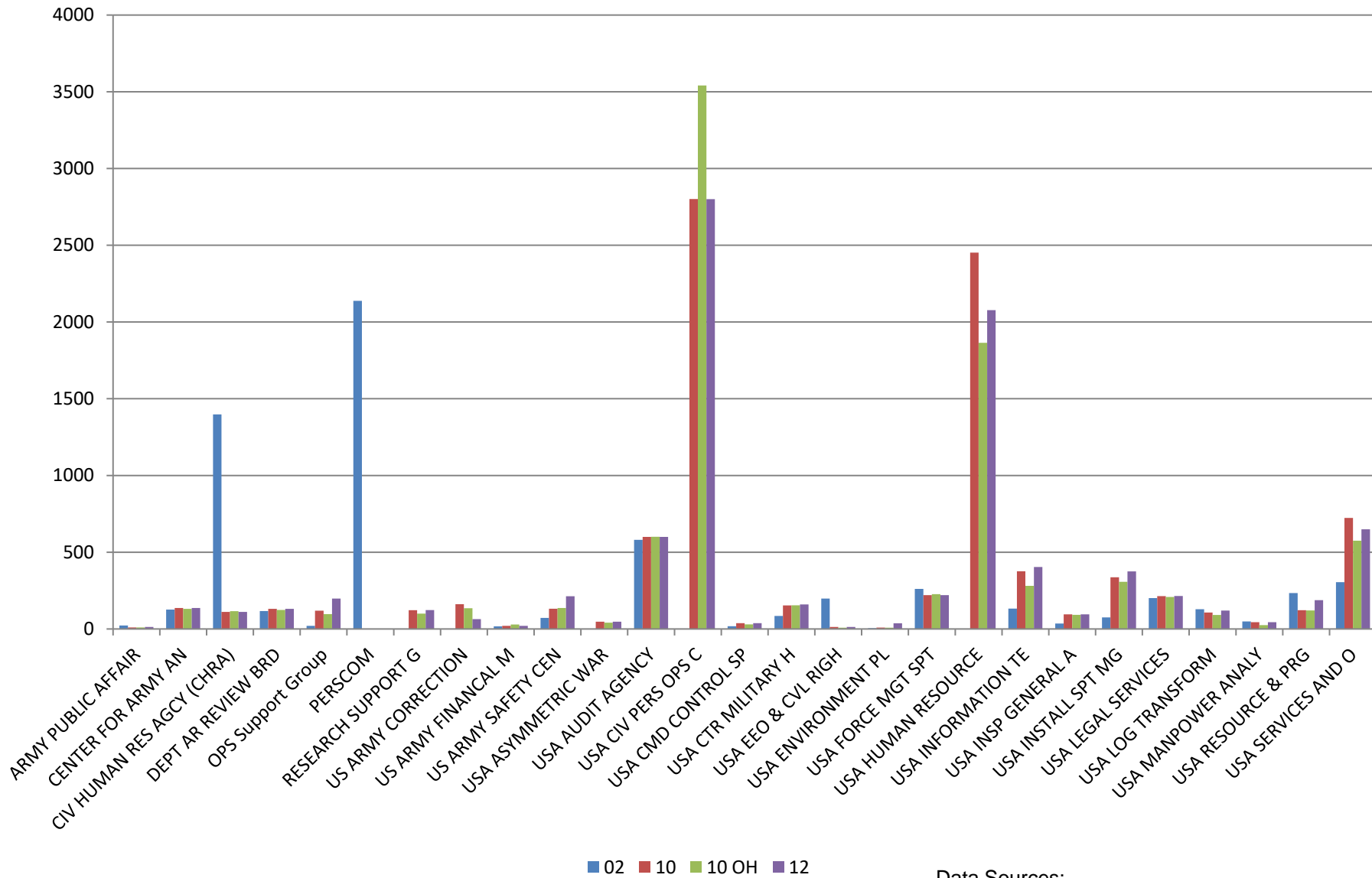


Data Sources:  
 Authorizations - FMS Web  
 On Hand – 31 May 2010 Strength Report (OA22) 64





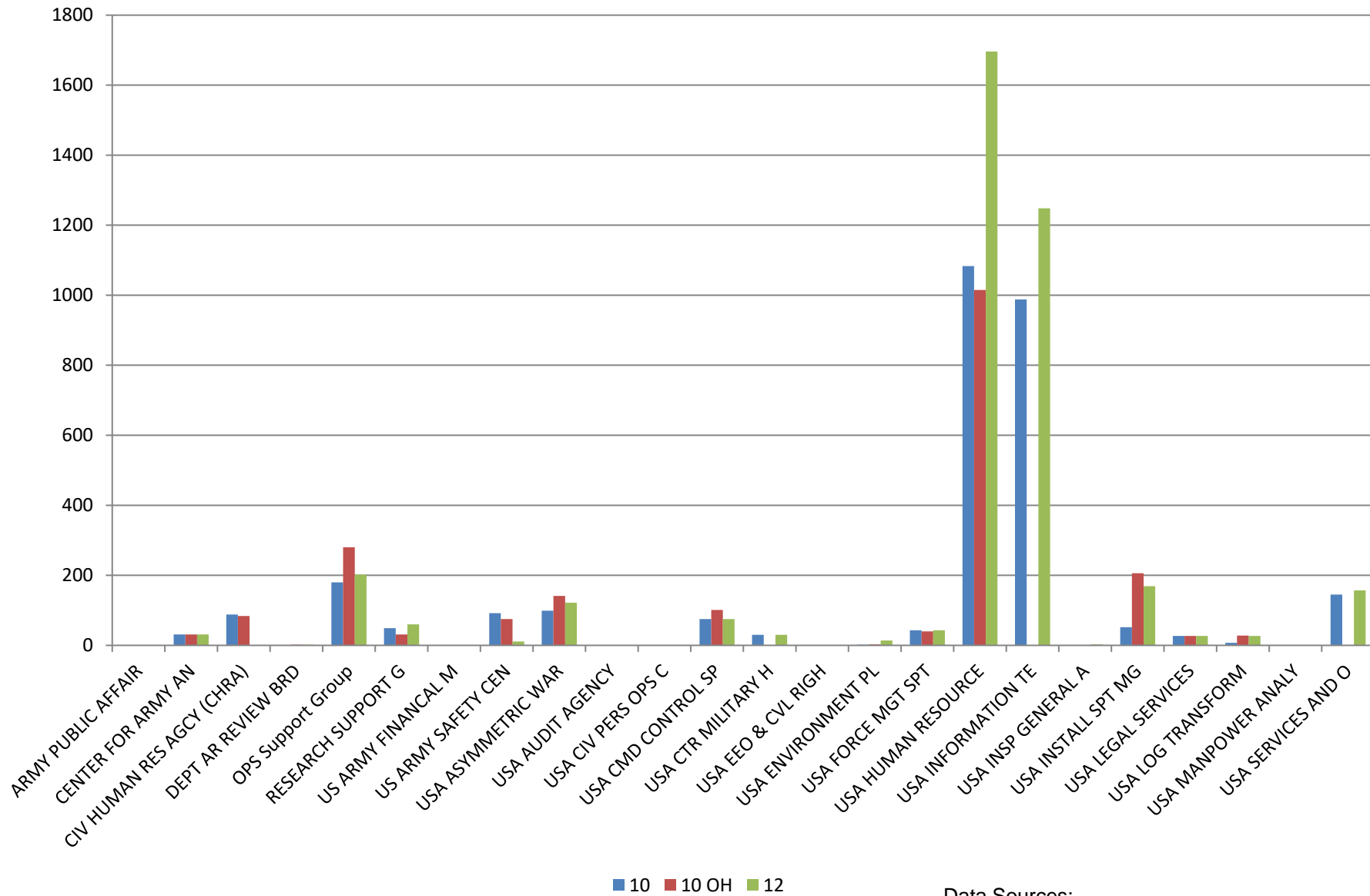
**Army G-3/5/7**



Data Sources:  
 Authorizations - FMS Web  
 On Hand – 31 May 2010 Strength Report (OA22) 65



## Army G-3/5/7

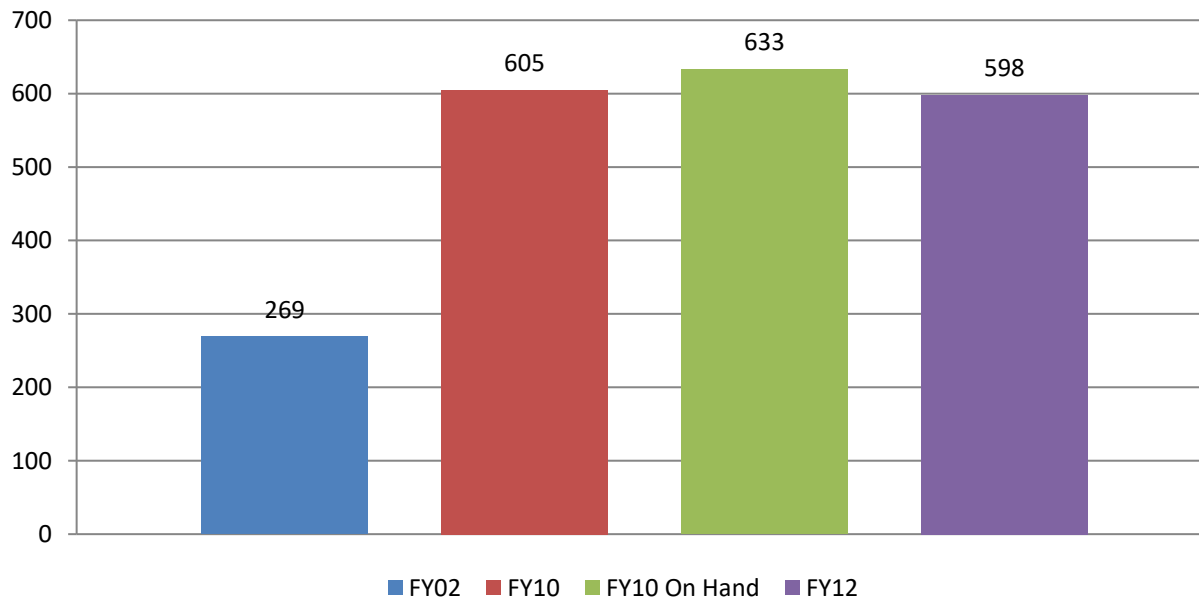


Data Sources:  
 Authorizations - FMS Web  
 On Hand – 31 May 2010 Strength Report (OA22) 66



## Army G-3/5/7

### HQDA G3 w/FOA Mil Authorizations



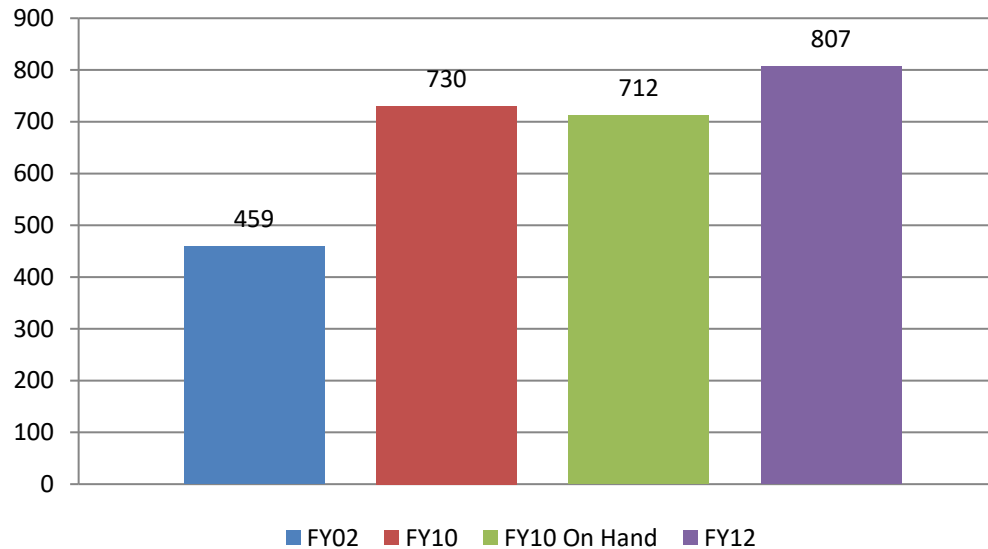
- FY02 – FY10
  - Upward trend – 124% increase
  - GO authorizations increase from 8 to 10 – 25% increase

Data Sources:  
Authorizations - FMS Web  
On Hand – 31 May 2010 Strength Report (OA22)



**Army G-3/5/7**

**HQDA G3 w/FOA Civ Authorizations**



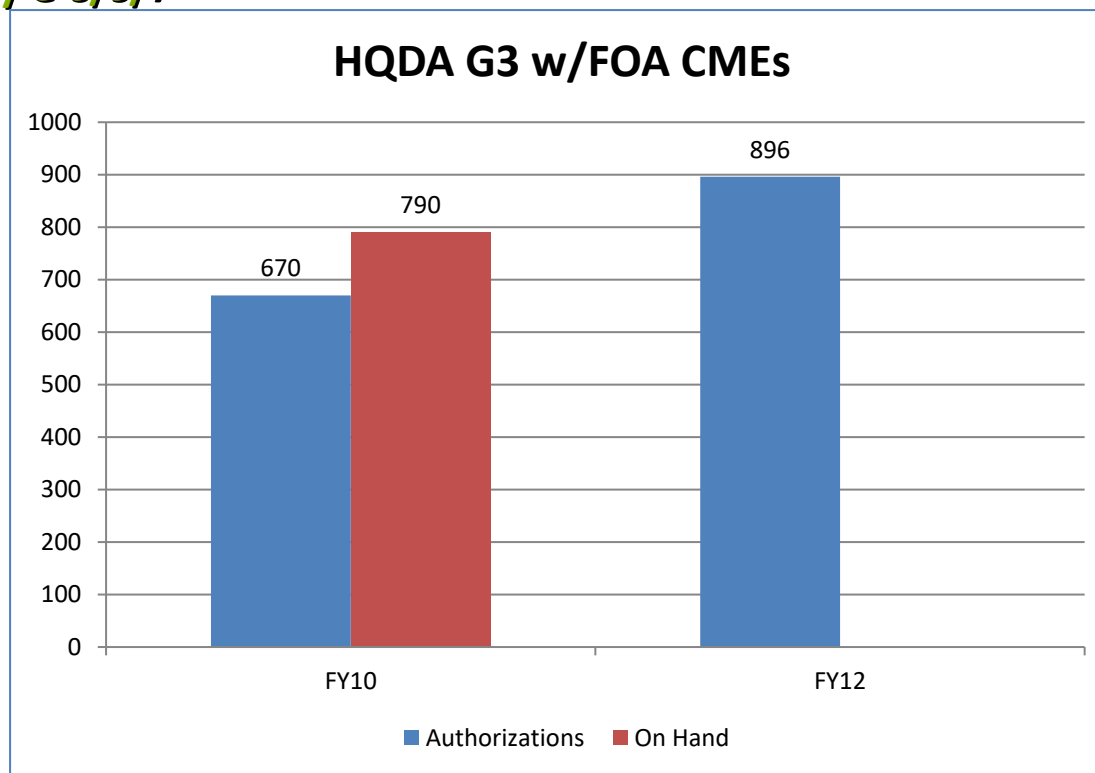
- **FY02 – FY10**

- Upward trend – 59% increase
- SES authorizations increase from 2 to 7 – 250% increase
- GS14/15 authorizations increase from 80 to 284 (YA/C/D 3) – 255% increase

Data Sources:  
 Authorizations - FMS Web  
 On Hand – 31 May 2010 Strength Report (OA22)



## Army G-3/5/7



- Upward trend in authorizations FY10 to FY12 – 33% increase
- FY10 On-hand exceeds FY10 authorizations by 18%
- Data integrity for CMEs questionable

Data Sources:  
Authorizations - FMS Web  
On Hand – 31 May 2010 Strength Report (OA22)



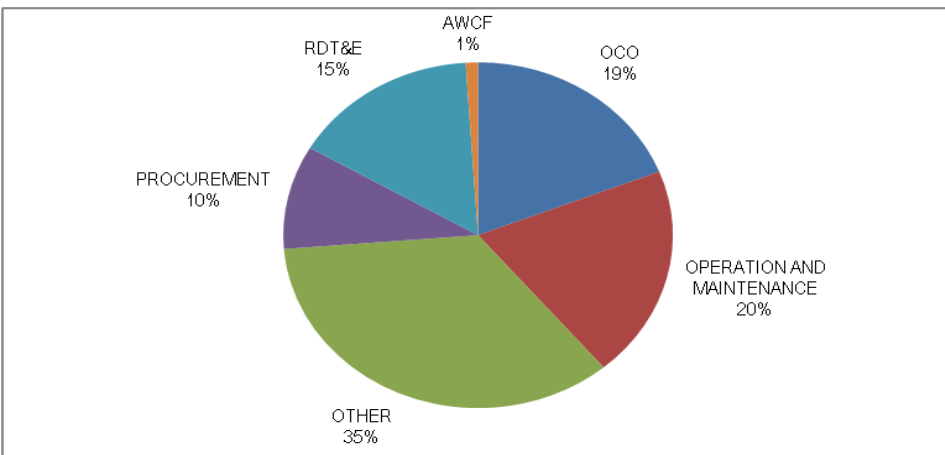
# HQDA Contracting



**Army G-3/5/7**

- Captures data from contractors on the number of labor hours, expended by function, funding source, and mission supported
- We convert number of labor hours reported to estimate of FTEs
- Provides a tool that supports manpower decision making

2009 Contractor FTEs: 262K/\$43B\*



\* Includes \$18B of direct labor and unknown mix of goods and overhead.

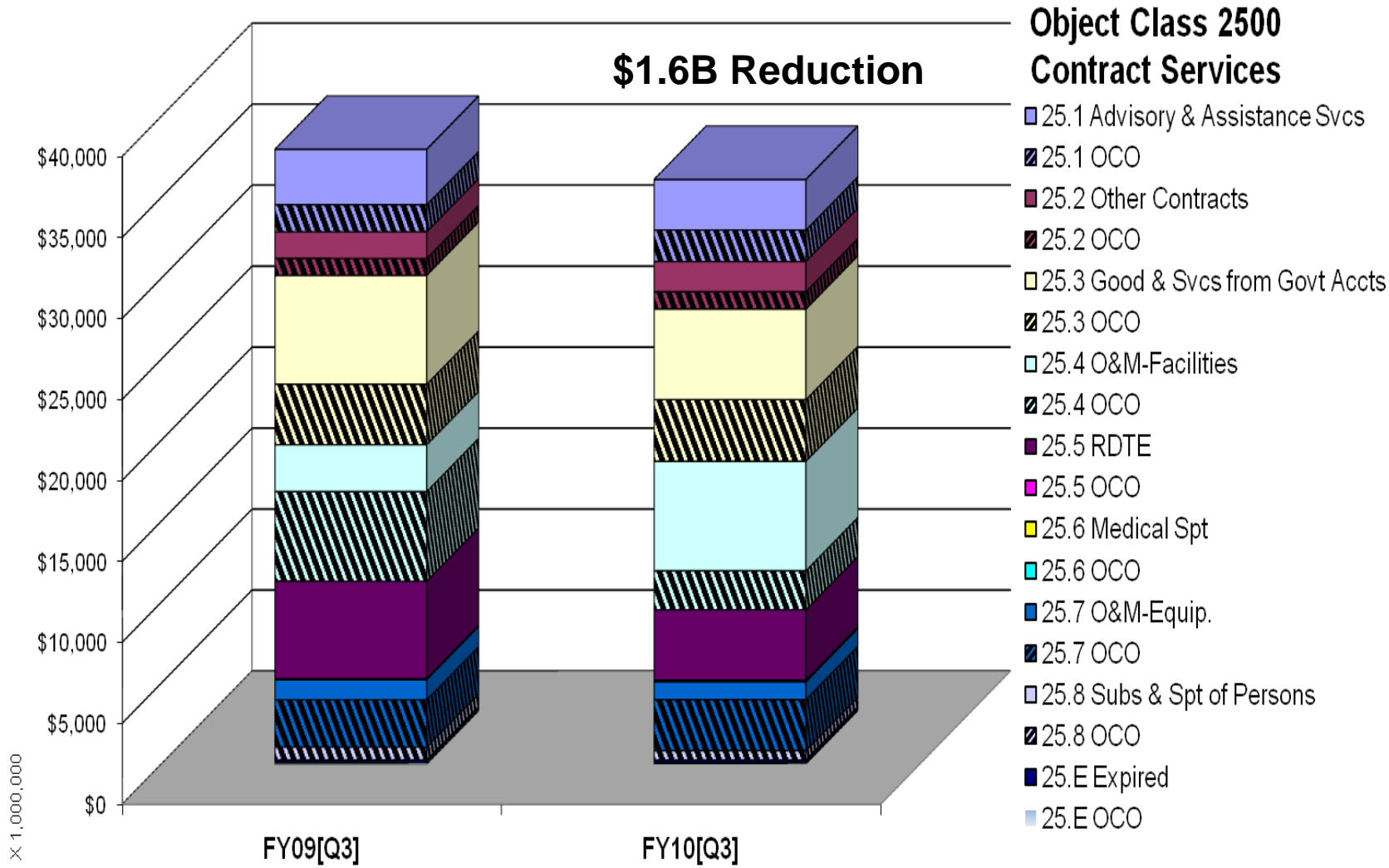
	Contract Invoices	Direct Labor Costs	Contractor FTEs	Average FTE Rate	FTE Rate StdDev
BRAC	\$12,346,806	\$2,414,531	29,612	\$89,184	\$37,442
Family Housing	\$14,655,546	\$10,232,313	93,968	\$95,127	\$109,158
JIEDDO	\$48,566,886	\$21,449,744	211,259	\$111,793	\$106,948
Military Construction	\$40,606,613	\$14,063,645	290,215	\$96,872	\$71,670
Military Personnel	\$124,237,806	\$47,276,268	590,638	\$75,029	\$51,180
Operation and Maintenance	\$16,530,530,560	\$9,826,882,710	167,495,715	\$90,788	\$80,524
OTHER	\$14,621,232,119	\$4,442,571,521	63,445,646	\$104,895	\$81,373
Procurement	\$4,114,109,480	\$1,057,402,886	8,643,388	\$126,136	\$73,629
RDT&E	\$6,630,690,761	\$2,294,969,018	18,979,393	\$121,090	\$79,851
Working Capital Funds	\$436,383,133	\$212,270,312	2,501,739	\$109,950	\$82,326
<b>Grand Total</b>	<b>\$42,573,359,708</b>	<b>\$17,929,532,949</b>	<b>262,281,573</b>	<b>\$102,983</b>	<b>\$81,106</b>

**Tracking contacts in HQDA is not easy as there is no single line of funding or accountability**

- OA22/HQDA resources some contractors with its limited AMHA funding but it is more probable that the majority of HQDA contractors are funded from non-HQDA organizations sources
- Without knowing the contracts and funding source, it is challenging to ensure that contractors do not 'grow' back after contract dollars have been cut as Army may only cut parts of contracts so the contract vehicle itself may continue with the potential for dollars to be added if new missions or goods are added.
- It is easier to contract than to obtain civilian authorizations



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**Army G-3/5/7**

FY 2009 Contractor Manpower Reporting		Invoice Amount	Contractor FTE
W00CAA	W00C OFC CHIEF OF CHAPLAINS	\$ 154,511.00	0.1
W00FAA	W00F OFC DEP UNDER SEC ARMY	\$ 42,207,857.00	154.2
W00GAA	W00G OFC ASA FIN MGT AND COMPT	\$ 17,626,818.00	73.1
W00LAA	W00L OFC SURGEON GENERAL	\$ 1,958,770.00	5.0
W00SAA	W00S OFC ASA MPR & RES AFFAIRS	\$ 15,763,223.00	15.7
W06HAA	W06H USA INFORMATION TECH AGCY	\$ 6,445,397.00	32.3
W089AA	W089 OFC ACS INSTALL MTG	\$ 70,758,088.00	324.3
W0NTAA	W0NT US ARMY AUDIT AGENCY	\$ 345,500.00	1.8
W0Z1AA	W0Z1 OFC DEP CHIEF STAFF G-2	\$ 10,341,596.00	43.7
W0Z2AA	W0Z2 OFC DEP CH STAFF G-3 5 7	\$ 30,134,385.00	130.5
W0Z3AA	W0Z3 OFC DEP CHIEF STAFF G-4	\$ 1,705,413.00	8.0
W0Z4AA	W0Z4 OFC CHIEF ARMY RES	\$ 4,730,236.00	21.4
W0ZUAA	W0ZU OFC CH OF STAFF ARMY	\$ 11,065,113.00	36.5
W0ZZAA	W0ZZ OFC DEP CHIEF STAFF G-1	\$ 13,972,398.00	30.6
W1B0AA	W1B0 OFC ASA ACQ LOG & TECH	\$ 1,115,572.00	3.1
W1BYAA	W1BY OFC CHIEF LEGIS LIAISON	\$ 75,736.00	0.8
W1BZAA	W1BZ OFC CHIEF PUBLIC AFFAIRS	\$ 12,075,989.00	36.7
W1YNAA	W1YN USA MANPOWER ANALYSIS AGY	\$ 24,190,326.00	193.3
W1YYAA	W1YY USA OP PLANS SUPPORT GRP	\$ 1,999,329.00	8.4
W241AA	W241 USA CMD & CONTL SPT AGCY	\$ 9,254,333.00	63.1
W3WCAA	W3WC CTR FOR ARMY ANALYSIS	\$ 719,756.00	2.8
W4NJAA	W4NJ USA CHIEF INFO OFF G6	\$ 22,252,305.00	80.1
W4P0AA	W4P0 OFC ASA INSTALL & ENVIRON	\$ 23,714,012.45	75.1
W4PCAA	W4PC USAFMSA	\$ 26,187,334.00	75.3
W4YNAA	W4YN USA INSTALL SPT MGT AGY	\$ 621.00	0.0
W6APAA	W6AP OFC DEP CHIEF STAFF G-8	\$ 34,379,751.00	175.6
W6EDAA	W6ED USA HUMAN RESOURCES COMD	\$ 10,653,420.00	128.7
W6EKAA	W6EK OFC PROVOST MARSHALL GEN	\$ 633,967.00	3.2
<b>HQDA w/ FOAs</b>		<b>\$ 394,461,756.45</b>	<b>1,723.5</b>

• Any missing contracts are not complying with SECARMY policy.



## Army G-3/5/7

- Facts
  - Growth assessment considers authorizations from 2002, 2010, and 2012 using TDA from FMS Web (formally WEBTAADS)
  - Execution Data for 2010 data source is 31 May 2010 Strength Report (OA22)
  - 2002-2010 Authorization change and 2002-2010 % change only compares Military and Civilian data.
- Assumptions
  - Programmatic not “salami” cuts
  - A76 contracts cannot be terminated



## Army G-3/5/7








1. **2002 TDA represents pre-war (FY2000 approval), 2010 TDA and Execution (O/H) represents the current situation, and 2012 TDA reflects the way ahead**
  
2. **CME data not available prior to 2007. 2002-2010 Auth  $\Delta$  and 2002-2010 Auth %  $\Delta$  only compares Military and Civilian data.**
  
3. **Authorized Data:**
  - 2002, 2010, and 2012 TDA from FMS Web (formally WEBTAADS)
  - <https://webtaads.belvoir.army.mil>
  - Select "Reports", select "Personnel", select "Army Strengths", Input UIC, select 2002, 2010, or 2012 from the dropdown menu and click submit.
  - The EDATE is the default selection when using the steps above.
  
4. **Execution Data:**
  - Sourced from the 31 May 2010 Strength Report (OA22)
  - Mil and Civ Execution Data for the following DRU UICs is from TAPDB-A & DCPDS; CME data unavailable:
    - W27PAA, W6BDAA, W0JVAA, W00YAA, W0GVAA, W1FBAA, W3Q2AA, W47AAA, W3VYAA, W3KPAA



## Army G-3/5/7

- Studies
  - **RAND Report**
    - Discussion on how contractors should be used on the battlefield (Frank Camm and Victoria A. Greenfield, *How Should the Army Use Contractors on the Battlefield?* (Santa Monica, Calif.: RAND Corporation, Arroyo Center, 2005))
  - **Reno Report ---**
    - Used to analyze the existing requirements and resourcing systems and to offer recommendations that will reform the requirements system and better align it with the resourcing systems of the Army (7 Oct 09).
  - **Gansler Commission ---**
    - Independent commission on Army Acquisition and Program Management in Expeditionary Operations used to review recent lessons learned and recommend ways to improve future military operations.
- Study Impacts
  - Addition of Contractors into Military Operations
  - Establishment of the Army Contracting Command
  - Military movement of billets for support of OIF/OEF/GTA

## Army G-3/5/7

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
2 1/2S Work Force CPR GOSC 	3 Work Force CPR Exec Session 	4 Installation & IT Services Process CPR	5 Workforce Composition CPR Session 1	6	7
9 Training CPR CoC	10	11	12	13 Installation (Security) CPR 1a CoC  1/2S EFFICIENCIES CPR GOSC 	8 14 15
16	17 Workforce G3 Org Asst CoC	18 Workforce G3 Org Asst CoC	19 Workforce G3 Org Asst CoC  1/2S IT Services (DCC) CPR GOSC   HQDA RevwTemp/Sched Due	20  3S BRP IT Services (DCC) 	21 22
23 1/2S Workforce (HQDA Review) CPR GOSC 	24 Workforce DG3 Brief  CPR Session	25 Workforce EXEC IPT  IT Services (DCC) CPR Session 1a	26  CPR Session	27  Training (Inst Tng) CPR 1a CoC	28 29
30  Work Force CPR Session 1a	31 1/2S Training (Inst Tng) CPR 1a GOSC 	1	2	3  UNDER SEC ARMY  VCSA	4 5